Joint Deployment Training Center
Initial Operational Capability

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Executive Summary

1.0 Introduction. This Training and Evaluation Document reports the results of the Analysis phase of the Joint Deployment Training Center Initial Operating Capability (JDTC IOC) Task. The analysis compares the available (baseline) joint deployment doctrine education and training, against the training required to achieve the joint deployment education and training standard. The Joint Deployment Training Center will use the findings contained in this report to prioritize, design, and develop doctrine, education and training curriculum outlines, produce high value program of instruction courses and lessons, and to develop the concept for the Distance Learning Plan.

2.0 Contents. The Executive Summary contains a brief discussion of the process and methods used to perform the analysis, key findings, and conclusions. Subsequent sections of the Training and Evaluation Document contain a more detailed discussion of the analysis. The contents of the Training Evaluation Document include:

- **Executive Summary** contains a brief summary of the JDTC IOC analysis.
- **Section 1 Training Evaluation Planning Data** provides an overview of the process and methods used to perform the analysis.
- **Section 2 Training Evaluation Results Data** provides an overview of the key and significant findings.
- **Section 3 Conclusions and Recommendations** provide the recommendations for initial curriculum development.
- **Appendix A Training Analysis Plan** describes the plan and contains site visit guidance and questionnaires.
- **Appendix B Joint Deployment Process Maps** describes the joint deployment process steps and functional tasks required to perform each step as it occurs.
- **Appendix C Training Evaluation Matrix** contains the joint deployment process tasks, highlights the doctrine that applies to each task, and identifies education and training currently conducted on each task.
- **Appendix D Analysis of Joint Deployment Training Baseline Matrix** provides a narrative description and analysis of the existing baseline (as is) joint deployment education and training conducted in Service schools and PME institutions.
- **Appendix E Site Visits** provides details on the site visits to the Unified Commands, Service Headquarters, and Service Schools and Joint Professional Military Education Institutions.

3.0 Discussion. The original USTRANSCOM analysis of joint deployment education and training concluded that available joint deployment education and training did not meet the Joint Deployment Planning and Execution Community (JPEC) needs. The analysis performed to make this conclusion was presumed to be valid. Our follow-up analysis was designed to reconfirm the original assessment and to provide additional fidelity on specific

areas and tasks where standardized doctrine, education, and training would enhance the overall effectiveness and efficiency of future deployments. The findings, conclusions, and recommendations contained in this report are based upon the data collected during both analyses.

3.1 Process. The team applied a systematic analysis process to determine the gap between existing and required joint deployment doctrine, education, and training. The process the team used included:

Analysis Process

- Reviewing the previous USTRANSCOM analysis and the Joint Universal Lessons Learned.
- Reviewing the CINC's requirements and training needs profile.
- Developing follow-up analysis plans and questionnaires.
- Conducting follow-up visits to the Unified Commands, Service Headquarters Representatives and Service Schools, and Joint Professional Military Education Institutions.
- Reviewing CINC requirements and developing joint deployment curriculum development priorities.
- Gathering and reviewing joint deployment education and training curriculum.
- Comparing the available joint deployment doctrine and education, and training curriculum against the standard required.

The end-state of this process was the development of key findings that the JDTC will use to design and develop joint deployment doctrine, and education and training curriculum.

3.2 Analysis Methods. After a thorough review of the previous USTRANSCOM analysis of joint deployment doctrine, education, and training, the JDTC team concluded that the original assessment remains valid. The follow-up analysis focused on providing more fidelity and clarity on specific training needs and tasks.

To gain this additional fidelity, the team conducted follow-up visits to the Unified Commands, Service Headquarters, and Service Schools and Joint Professional Military Education Institutions. The visits included reviewing the previous assessment results; and conducting group and individual interviews to clarify each CINC or JPME-provided training needs profile. The team members visited deployment subject matter experts from each CINC, Service or educational institution, including, staff deployment planners, operators, and curriculum developers.

Additional analysis was conducted by reviewing Joint Universal Lessons Learned (JULLS), and by observing contingency and exercise deployments to identify areas requiring additional training. Specific methods used to conduct the analysis included:

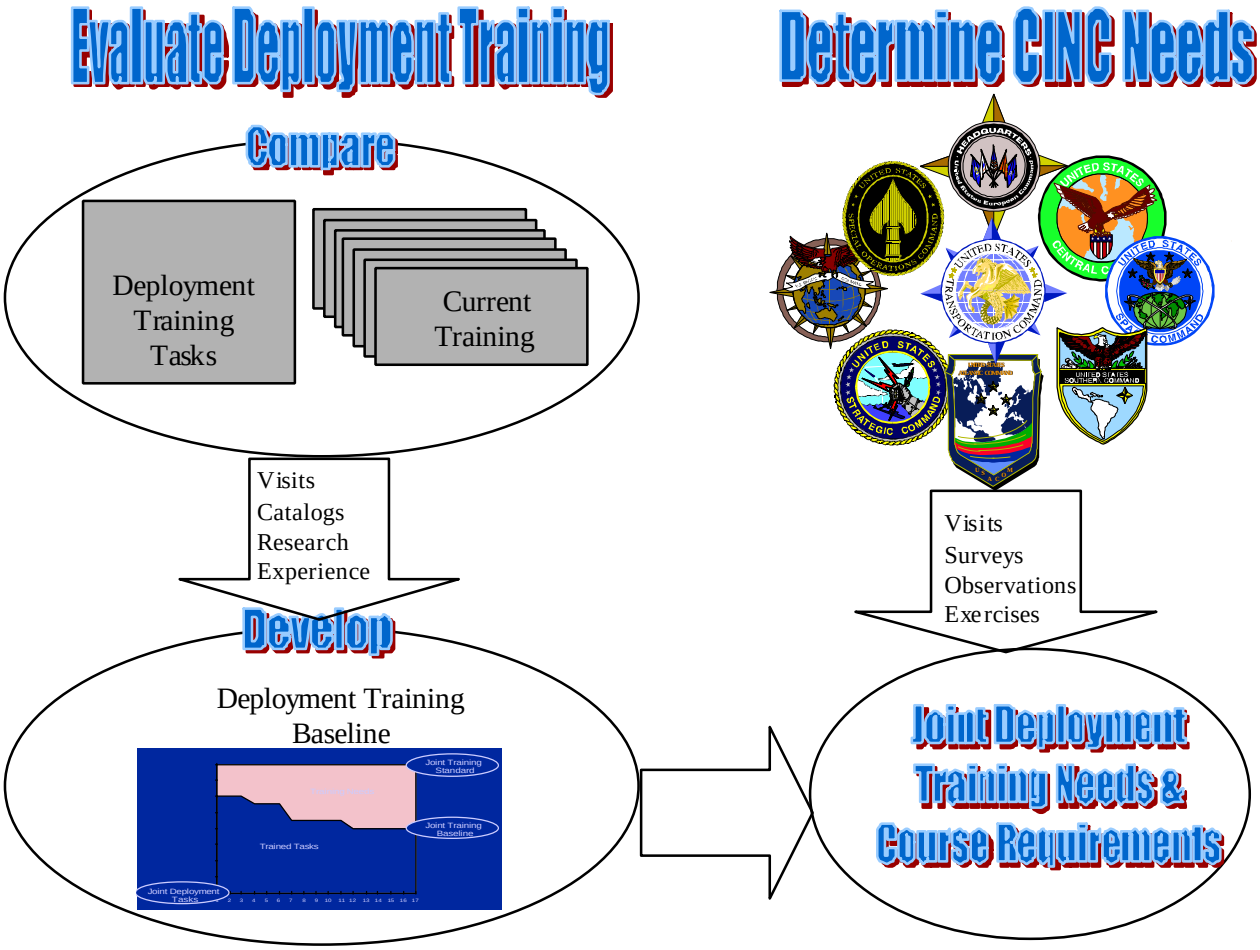

Table 1 Deployment Training Analysis Methodology

Section 1 of this document discusses the analysis methods in detail. Key steps of the analysis include:

- Perform Internal Review and Analysis.
- Gather Empirical Data.
- Leverage Subject Matter Expertise of the JPEC.
- Conduct External Evaluation.

These methods provided both empirical and analytical evidence and data to support the key findings and conclusions contained in this document. See Sections 1 and 2 for further details.

4.0 Key Findings. The original USTRANSCOM analysis stated that "attention on joint deployment training has been slow to materialize resulting in an environment where many learn the joint deployment process through on the job training (OJT), and acquired

expertise is lost with the turnover of personnel." Improvements are being made, however, OJT continues to be the norm for the majority of the joint deployment process training.

Professional military education and Service school joint deployment education and training task training is generally contained within larger education programs and courses. As a result, time constraints often limit joint deployment education and training to basic process overviews. Little training occurs on critical deployment thinking, planning, deployment decision-making skills, and information management using automated deployment planning tools such as JOPES.

Consistent feedback from all members of the JPEC indicates that there is no clear-cut understanding of the roles, responsibilities, command and control relationships, and use of C4I systems in the deployment process. This lack of understanding is manifested in many of the anecdotal and empirical observations where deployment inefficiencies resulted in additional costs to deploy forces and equipment.

As an example, during a recent exercise two senior deployment officials debated over who had the responsibility to enter passenger manifest data into the Global Transportation Network database to enable in-transit visibility. Countless examples of this type of debate illustrate the need for a common understanding of the roles and responsibilities of each individual and organizational player in the joint deployment process.

Frequently, the education and training on the joint deployment process is highly dependent on the expertise of the instructor that developed the lesson. Where this instruction is relevant, instructors are finding it difficult to produce or maintain the curriculum documentation required that will ensure other instructors can apply a consistent standard, or that the lesson can be validated by the Joint Curriculum Working Group. As a result of the analysis process, we have identified the following Joint Deployment Training Curriculum development priorities:

- Command Relationships.
- Deployment Process (People, Procedures, Products).
- C4I Systems (Customer's Guide).
- JRSOI.
- Decision Maker Deployment Training.
- "War-stoppers" e.g., HAZMAT, NBC Deployment Operations.

The findings of our analysis are discussed in detail in Section 2.

5.0 Conclusions. The original analysis that concluded with the need for a JDTC to develop and distribute standardized deployment doctrine and curriculum remains valid. The JDTC should focus on developing doctrine and curriculum that improves education and training in the areas listed above.

We have begun coordinating our findings with the JPEC and the consensus is standardized education and training on these high priority areas will demonstrate the value-added the JDTC must provide. These areas are discussed in more detail in Section 2 of this document.

6.0 Recommendations. To provide the highest value-added, the JDTC should perform the following tasks to improve joint deployment education and training.

- Document and provide existing current, relevant, and valid joint deployment education and training curriculum to the JPEC.
- Develop high value lessons for the Senior/Flag (executive) and Intermediate (action officer) levels, and ITO/TMO during IOC. (roles, responsibilities, etc.)
- Improve existing deployment education and training lessons used in PME institutions.
- Convert existing valid curriculum into cost-effective distance learning solutions.
- Develop and provide additional deployment process training products for Unified Command JTP Training.

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Section 1 - Conduct of the Joint Training Evaluation

1.0 Purpose of Evaluation. The Memorandum of Agreement on the JDTC, dated 21 November 97, prescribes that, as DOD's "center of excellence" for joint deployment and common user transportation doctrine, training, and education, JDTC's IOC priorities are:

- Propose, write, refine, monitor, and suggest changes to appropriate joint doctrine for deployment and redeployment.
- Develop standardized joint deployment course instruction and provide curricula for Service use in their existing Service and JPME institutions, unified and component commands, and other locations as requested or required.
- Develop a program for exportable training and distance learning capabilities.
- Develop selected in-resident and mobile training team capability within the JDTC as agreed to by the Executive Advisory Board (EAB).

In response to these taskings, JDTC conducted a detailed analysis of the Joint Deployment Process with training as the critical variable for analysis. The analysis consisted of internal research and evaluation conducted by the JDTC team, followed by contact visits to the Unified Commands and JPME providers.

1.1 Basis for Evaluation. The key element in conducting analysis of deployment training was a strictly defined deployment process. The Deployment and Reception, Staging, Onward Movement, and Integration (JRSOI) Process Maps describe this process. These maps represent consensus of the JPEC as to what tasks are required to deploy forces. These tasks were then used as the basis for evaluating training in the deployment process in the Department of Defense. These process maps are included at Appendix B.

1.2 Evaluation Method. Using validated JPEC training needs and priorities, and using the process tasks as a benchmark for training requirements, the JDTC team evaluated education and training being offered by the Services and JPME providers to determine which deployment process tasks were being trained and where the training was being conducted. Specific methods of evaluation used in the process included:

- **Perform Internal Review and Analysis**: Once deployment process tasks were defined and arrayed in matrix form for further analysis, team members cross-referenced each task with current joint doctrinal publications, Service doctrine, JTP, JTTP, the UJTL, and JULLS. This internal review established a validated training requirement for deployment process tasks and a basis for joint training development for tasks that were not being trained sufficiently.

- **Gather Empirical Data**:
  - The team conducted a broad search of the defense training community, using on-line and printed course catalogs as well as site visits to the Unified Commands and education and training providers, to determine what deployment tasks were being trained. These data were arrayed against the deployment task list to establish the joint deployment training baseline.
  - The team revalidated the Unified Commands' training priorities. Each Unified Command responded to a JDTC questionnaire that updated the training priorities stated in the original USTRANSCOM analysis. The results of these questionnaires were the point of departure for a detailed needs analysis for the Unified Commands
- **Leverage Subject Matter Expertise of the JPEC**:
  - The team maintained a customer focus throughout the evaluation, paying particular attention to the input and expert opinion of members of the JPEC. Site visits included round-table discussions to determine the highest payoff training products and the most pressing training needs.
  - The deployment training evaluation matrix was discussed in detail with JPEC members, and consensus was reached using the task list as a basis for training evaluation and development.
- **External Evaluation**:
  - JDTC also took full advantage of exercises and other deployment related events conducted during the evaluation period to gather additional data on deployment training needs and potential shortfalls. JDTC also obtained assistance from the Deployment Process Modernization Office. Its involvement and experience in Deployment Process Improvement, to include participation in a Senior Officer Deployment Process Seminar conducted at Fort Eustis during the evaluation period, were extremely helpful.

A detailed description of the training evaluation is contained in the Training Analysis Plan (Appendix A).

1.3 Types of Information Collected. The focal points of the analysis were training events and training products relating to the Joint Deployment Process. Team members gathered information using the following processes:

- **Prior Research**: A USTRANSCOM sponsored document, the *Joint Deployment and Transportation Center (JDTC) Assessment – Joint Deployment and Transportation/Training Final Report***,** dated 18 August 1995, reported on the state of deployment and transportation training in the Department of Defense at that time. The document's results were not, however, tied to a well-defined process because it did not exist at the time the analysis was conducted. Team members leveraged the work done, using the research as a point of departure for their training data search.

- **Performance**:
  - The team gathered education and training data from institutional course catalogs, Internet sites, and training site visits.
  - The team gathered data on all training that was even remotely related to deployment, and then applied those data to the joint deployment task matrix.
- **Observation**:
  - Team members attended deployment related training events that were conducted during the evaluation period.
  - The team also reviewed multi-media courseware of deployment related education and training.

1.4 Analytical Treatment of Data. The primary analysis tool for training evaluation was the training evaluation matrix. This matrix arrayed the training tasks extracted from the Deployment Process Maps (Appendix A) along the left column of a matrix (Appendix C). The results of the research conducted on joint deployment education and training were then categorized and cross-referenced to individual training tasks (Appendix D). This completed analysis tool allows training developers to:

- **Determine Training Shortfalls**: A detailed review of the training evaluation matrix will allow training developers to pick out the deployment related tasks that are adequately trained.

- **Set Training Development Priorities**: Coupled with the CINC needs matrix, the training evaluation matrix allows training developers to prioritize the development of training products to best meet the needs of the JPEC, the training customer.

1.5 Follow-up Evaluations. This Training Evaluation Document will provide a vehicle for customers in the JPEC to further communicate their training needs to the JDTC, along with any training issues that may be revealed by the analysis. At a minimum, the following enhancements and adjustments are required to the continuous training evaluation process:

- **Incorporate New "To-Be" Process Map Tasks**: The training evaluation matrix is based on the Joint "As-Is" Deployment Process Maps, to reflect the need to develop real-time deployment training. As new systems and enablers are fielded, the process maps and tasks should be updated.

- **Reflect JDTC Developed Courseware:** As JDTC begins to produce courseware, the matrix should reflect which deployment tasks are being trained by the JDTC products.

Section 2 - Training Evaluation Results Data

2.0 Introduction. The SOW task requires the JDTC to complete a review of joint deployment and common transportation curriculum and doctrine to serve as a foundation for determination of training and doctrine requirements. The review and requirements determination shall be used to outline and develop JDTC core curricula. Liaison trips to appropriate CINCs, Service Headquarters, Service Schools, and JPME institutions shall be conducted to assist in accomplishing the review of objectives. Analysis and review of existing CINC/Service training programs, doctrine, curricula, Joint Training Plans (JTP), and Joint Tactics Techniques and Procedures (JTTP) shall be completed to aid in formulating requirements to determine the joint deployment baseline. It is from the this training baseline, the doctrine review, and other Joint Staff and USTRANSCOM deployment process studies, that the JDTC core curricula shall be developed. Additionally, the JDTC shall review and update the curriculum findings contained in the JDTC Assessment completed in August of 1995. The training evaluation analysis results required to perform this task are described in this section of the Training Evaluation Document.

2.1 Evaluation Method. The JDTC team combined in-depth analysis of previous joint deployment doctrine, education and training assessments, curriculum and course materials, and JULLS data to compare baseline training against the required joint deployment standard. The analysis was further substantiated with empirical data gathered during real-world and exercise deployments, and senior/flag officer force projection seminars. Additional empirical data was gathered from interviews and survey information from the most experienced deployment subject matter experts of the JPEC during visits to CINCs, Service Headquarters, Service Schools, JPME institutions, and the Joint Staff.

Primary methods included using validated JPEC training needs and priorities, and using the process tasks as a benchmark for training requirements. The JDTC team evaluated education and training being offered by the Services and JPME providers to determine which deployment process tasks were being trained and where the training was being conducted. Specific methods of evaluation used in the process included:

- Gather Empirical Data.
- Perform Internal Review and Analysis.
- Leverage Subject Matter Expertise of the JPEC.
- Conduct External Evaluation.

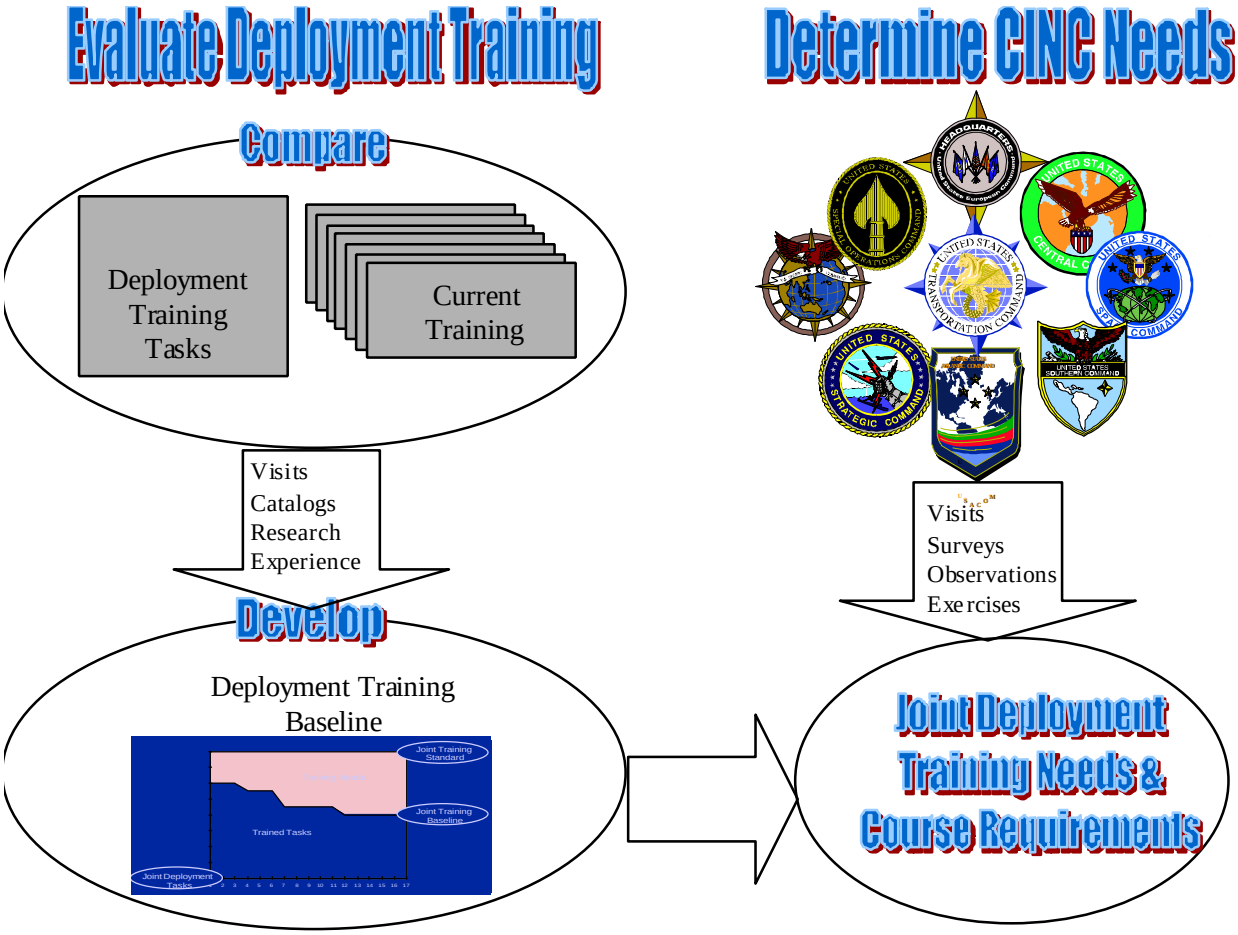


Table 2 Deployment Training Analysis Methodology

2.2 Types of Evaluation. The evaluation centered on comparing the baseline training against the training required to meet the joint deployment training standard. The evaluation included a review of course material to determine if the training was available. Available training was further analyzed for its training effectiveness and capability to meet the training needs. A preliminary analysis on the cost-effectiveness of the training was also conducted. The evaluation included:

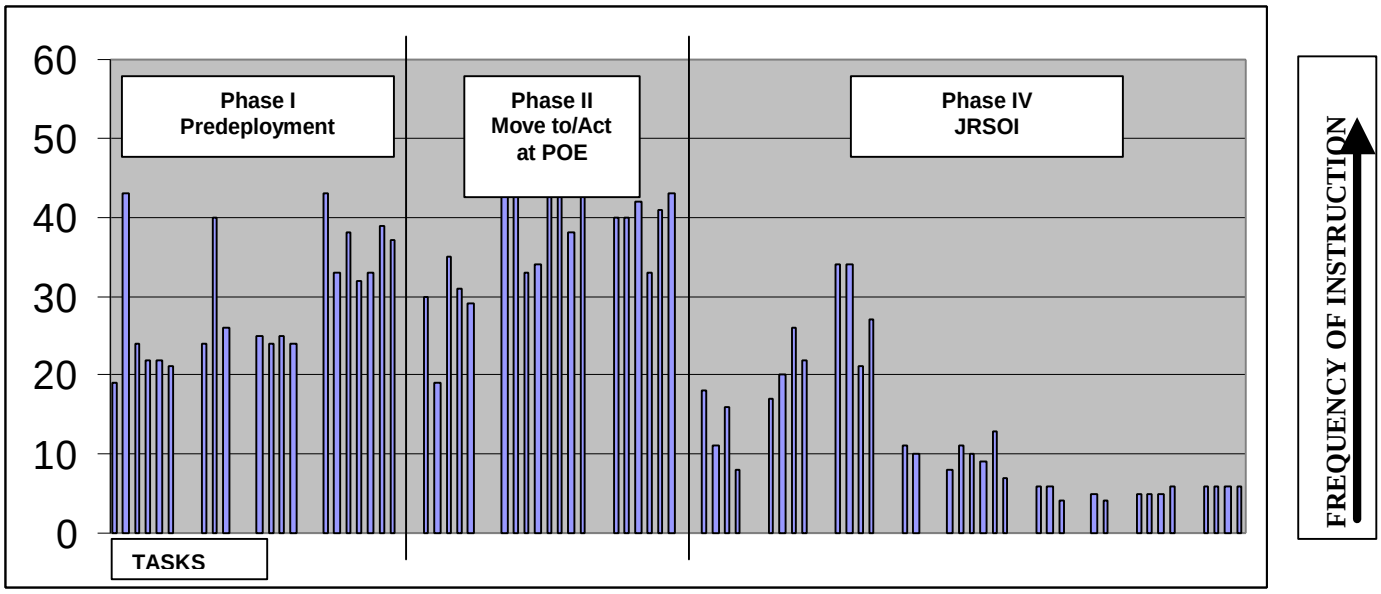
- The team conducted analysis of existing PME courses and curriculum to determine if training was available on each joint deployment process task. Available training was identified and evaluated for how well it prepared the training audience for the task and for its content validity. A course catalog with narrative descriptions was prepared outlining the courses that support joint deployment process task training. Voids and duplications were identified and course materials were gathered to assist in determining any course

materials that could be shared with the JPEC or eliminated. Specific analysis revealed that:

- Deployment process training is conducted in 98 courses across DoD. Individual course contents vary, but each course covers one or more of the 96 joint deployment tasks.
- All training tasks are addressed in one or more course. However, the matrix does not depict the level, the depth, or the breadth to which each task is trained. For example, the task "Establish Command Relationships" was identified in the course curriculum for 40 of the 98 courses. However, Armed Forces Staff College (AFSC) educates its students on higher echelon command relationships between CINCs, Services, and the NCA, while the Air Mobility Warfare Center instructs to the level of the command relationships between the Director of Mobility Forces (DIRMOBFOR) and the Theater Airlift Control Element (TALCE). While each is the appropriate focus for that course, the result is some critical deployment command relationship tasks are inadequately trained.

- Other findings include:

  ⇒ Service related deployment activities (Predeployment Phase and Move to/Actions at POE Phase) are covered with current, available training, while Joint Force Commander deployment activities (JRSOI Phase) is not.
  ⇒ There is no single, joint deployment specific Senior level or Flag Officer course available.
  ⇒ Intermediate, Action Officer level courses focus on broad knowledge vice application, i.e. USAF Logistics Plans Officer Course, USA Transportation Officer Course, and USN/USMC Logistics Officer Course.
  ⇒ Courses with in-depth instruction do not offer sufficient breadth, JOPES, MAGTF, CODES, HAZMAT, Ship Loading and Stowage, and ARG/MEU Special Ops Rapid Response Planning.
  ⇒ In the chart below, each vertical line represents one of the 96 joint deployment process subtasks. The length of the line represents how many different courses teach the task. The subtasks are grouped into their major tasks and the chart is divided into the three phases of deployment under analysis.



- **Training Effectiveness.** Empirical data was gathered on training effectiveness by observing unit deployments, conducting interviews, reviewing JULLs data, and correlating specific lessons learned to available joint deployment process training. JDTC team observations were limited, however, they tended to confirm the significant comments from JPEC subject matter experts, previous analyses, and JULLs data concerning the lack of training effectiveness.

- **Training Capabilities.** The team analyzed the available training infrastructure as part of the initial cost-benefit analysis to be used in designing the distance learning plan. The analysis also focused on a CINC's capability to conduct integrated deployment process training. For example, USFK wanted to conduct action officer deployment training using a PC-based non-classified vignette versus the GCCS and classified networks. They currently do not have that training capability because the vignette does not exist.

- **Cost-effectiveness.** Preliminary analysis was conducted to determine areas where effective curriculum could be shared to reduce developmental costs. Further analysis will compare Service-specific training cost factors for curriculum that the JDTC team will provide for PME institutions.

2.3 Types of Information Collected. In general, the information collected includes empirical data from observations made during previous assessments, observations of performance during deployment exercises, and opinions from senior subject matter experts within the JPEC. The information was then compared to results of previous deployment analyses and identified deployment process problem areas from JULLs. The comparison identified consistent trends and a high degree of correlation between the observations, JULLs data, and CINC training needs. A consistent theme also was identified between the

previous analyses and the results of the current JDTC analysis. As a result of these consistent themes, the analysis has a high degree of reliability.

2.4 Analysis Procedures. The JDTC conducted a comparative analysis between the available joint deployment training and the training required in achieving the joint deployment process-training standard. The foundation of this analysis was the "AS IS" Joint Deployment Process Map. This process map identifies the tasks, that when properly executed, lead to effective and efficient joint deployments. The comparative analysis resulted in the identification of effective training that could be standardized and provided to the JPEC, tasks that are not being trained at all, and tasks that are not being trained to standard. An added benefit of this process was the identification of effective joint deployment curriculum that the JDTC could provide value-added to the JPME schools by completing the curriculum documentation that current instructors have been too overwhelmed to produce.

2.5 Analysis Instruments. The primary analysis tool for training evaluation was the training evaluation matrix. This matrix arrayed the training tasks extracted from the Deployment Process Maps (Appendix A) along the left column of a matrix (Appendix C). The results of the research conducted on joint deployment education and training were then categorized and cross-referenced to individual training tasks (Appendix D). This completed analysis tool allows training developers to:

- **Determine Training Shortfalls.** A detailed review of the training evaluation matrix will allow training developers to pick out the deployment related tasks that are adequately trained, and to identify those tasks that require additional training.
- **Set Training Development Priorities.** Coupled with the CINC needs, the training evaluation matrix allows training developers to prioritize the development of training products to best meet the needs of the JPEC, the training customer.

2.6 Site Visits. The JDTC conducted site visits to members of the JPEC, Service and joint professional military education institutions, and real-world and exercise deployments. These visits were designed to gain the JPEC view on the process, and methods the JDTC team was using to conduct the analysis. Additionally, the visits were conducted to gain clarity on the training needs of the JPEC. Appendix E contains specific site visit information.

2.7 Summary of Findings. Throughout the analysis, it was apparent that the JPEC was committed to improving and standardizing joint deployment doctrine and curriculum. Efforts to improve understanding of the joint deployment process, writing deployment-related doctrine, and improving and modernizing curriculum were evident. However, the fact remains that joint deployment training is still not meeting the CINC's needs. The following factors contribute to this fact:

- The recently validated Joint Deployment Process is recognized but not fully understood by all members of the JPEC.
- Joint Deployment Doctrine is emerging.
- PMEs are constrained by available time, reduced infrastructure for course development/modifications, and are concentrating on requirements directed by OPS MEP CJCSI 1800.01 Officer Professional Military Education Policy
- Deployment process tasks are taught in 98 courses, however:
  - There are no specific joint deployment education and training courses or curriculum for Senior/Flag Officers (Executive Level).
  - Critical CINC training requirement tasks are not being trained anywhere, or are not being trained to an appropriate standard.
  - Action Officer (Intermediate Level) and ITO/TMOs education and training focuses on providing knowledge versus providing the ability to apply, analyze, and synthesize deployment process tasks.
  - Management of automated tools training provides the basic knowledge skills and abilities to operate the systems, however Action Officers and ITO/TMO are not trained to apply those skills in the joint deployment environment.
  - The functions, roles, command and control relationships, and C4I systems application and integration responsibilities that are critical to execute the Joint Deployment Process are not being trained.

The JPEC community as a whole recognized the Joint Deployment Process as the model for effective and efficient deployments. JPEC members felt that additional education and training on the process will improve understanding and provide more effective and efficient deployments.

As a result of the analysis process we have identified the following Joint Deployment Training Curriculum development priorities:

- **Command Relationships**. All of the Unified Commands identified a requirement to improve the in-depth understanding of the command and control relationships of the players in the deployment process.
- **Deployment Process (People, Procedures, Products).** The JPEC community expressed a need to better understand the critical deployment processes, and the interrelationships and dependencies between players and their products such as the TPFDD.
- **C4I Systems (Customer's Guide).** With the emergence of the GTN and other automated management tools, the JPEC members indicated a requirement to better understand the C4I systems, and roles and responsibilities of each member of the deployment process. For example, who is responsible for entering passenger manifest data into GTN databases for in-transit visibility and what systems do they use.
- **JRSOI.** The doctrine for JRSOI is emerging and therefore very little training is occurring on this phase of the deployment process.

- **Decision Maker Deployment Training.** The JPEC indicated a need to provide education and training that focused on how to provide more timely information to decision makers during Crisis Action Planning, as well as how to use the automated tools to perform better analysis during planning and execution.
- "**War-stoppers" e.g., HAZMAT, NBC Deployment Operations.** The JPEC identified a number of specific critical " war stopper" functional training needs that are impacting on current deployments. For example, during a recent deployment 95 percent of the palletized air loads were rejected for HAZMAT certification or improper loads. All members of the JPEC community expressed the need to conduct better education and training on deployment operations that provide mission capable organizations, even when key infrastructure is damaged or denied.

The JPEC indicated that education and training on these high priority needs would lead to improvements in the deployment process and meet CINC training needs. Specific UJTL related tasks on these areas include:

Table 3 Deployment Related Universal Joint Tasks

TASK NUMBER	TITLE	DOCTRINE
SN1	Conduct strategic deployment and redeployment.	JP 1, 0-2, 3-17, 4-0, 5-0 (*JP 3-0, 4-01.5, 4-05*)
SN 1.1	Determine transportation infrastructure and resources.	JP 0-2, 4-0, 4-01.3, 5-0 (*JP 3-05.3, 3-17, 5-03.1, CJCSM 3122.03*)
SN 1.1.1	Determine available transportation.	JP 4-0 (*JP 4-01.5, CJCSM 3122.03*)
SN 1.1.2	Coordinate and match transportation resources and requirements.	JP 4-0, 4-01.3, 4-01.5
SN 1.2	Conduct deployment and redeployment.	JP 3-0, 4-0, 4-01.3, 5-0, 5-03.1 (*JP 4-01.5, 4-05*)
SN 1.2.1	Integrate deployment systems.	JP 4-0, 4-01.3, 4-01.5, 5-0 (*JP 5-03.1, 5-00.2*)
SN 5	Provide strategic direction and integration.	JP 0-2, 3-0, 5-0 (*JP 1-02, 3-07.4, 3-11, 4-01.5, 4-05*)
SN 5.1.1	Communicate strategic decisions/information. To send and receive strategic decisions and data from one echelon of command, component, Military Department, ally, or other organization to another, by any means.	JP 0-2, 5-0, 6-0
SN 5.1.2	Manage National Military C4 Systems Worldwide for Communicating Strategic Information.	JP 0-2, 5-0, 6-0
SN 5.3.2	Develop and Analyze Multinational and National Military Strategy Options.	JP 1, 0-2, 2-0, 3-0, 5-0 (*JP 1-02*)
SN 7	Conduct Force Development.	JP 0-2, 3-0 (*JP 1, 4-05, 5-0*)
SN 7.3	Structure the Force.	JP 1, 0-2, 3-0, 5-0 (*JP 4-05*)
SN 7.4	Educate and Train the Force.	JP 1, 0-2, 3-0 (*JP 3-05, 3-07, 4-0, CJCSI 3500.02A*)
ST 1	Deploy, concentrate, and maneuver theater forces.	JP 1, 3-0, 4-01.3 (*JP 3-10.1, 4-0*)
ST 1.1	Conduct Intratheater Strategic Deployment.	JP 3-0, 3-02, 4-01.3 (*JP 3-17, CJCSM 3122.03*)
ST 1.1.2	Provide Theater Strategic Reception, Staging, Onward Movement, and Integration (RSOI).	JP 4-01.3, 4-01.5 (*JP 4-01.6, CJCSM 3122.03*)
ST 5	Provide theater strategic command and control.	JP 1, 0–2, 3–0 (*JP 3-10.1, 6-0*)
ST 5.1.2	Manage Theater C4 Systems for Communicating Strategic Orders and Information	JP 6–0 (*JP 3-05.3*)
OP 5	Exercise operational command and control.	JP 1, 0-2, 3-0, 3-09.3, 3-56.1 (*JP 3-02, 5-00.2, 6-0, CJCSM 3122.03*)
OP 5.1	Acquire and Communicate Operational Level Information and Maintain Status.	JP 2-0, 3-0, 3-55, 6-0 (*JP 3-13.1, 3-54, 3-56.1, CJCSM 3122.03*)

CINCs Requirements. The analysis process included surveying the CINCs to determine their deployment training needs. Site visits were then conducted to clarify the CINC training needs and provide training developers additional fidelity on the specific task and subtasks associated with each need. The tasks identified above address the needs of the CINCs.

The CINC's prioritized the training needs listed below in response to our initial survey**.**

Table 4 CINCS PRIORITIZED TRAINING NEEDS

Priority	Description
1	Standard Joint Deployment Training
2	Distributed Action Officer Course
3	Deployment Process Instruction
4	Executive Level Course of Instruction
5	Improve Understanding of the Command Relationships and Authorities
6	ID, Standardize and Share Selected Training
7	Apply Deployment Procedures in Peacetime Training
8	Deployment Process Training Model
9	Improve Deployment Curriculum
10	Management of Automated Tools Training
11	Provide Catalog of Available Deployment Related Instruction

During the site visits these training needs were further refined to the tasks listed below:

- Deployment Process Training
- Executive Level, Decision Makers
- C4I Systems, Uses and Capabilities
- Command Relationships
- TPFDDs, How to Read and Use
- How to Influence the Process
- JRSOI

These tasks are all addressed in our top training priorities and will be further refined as we develop the course and curriculum outlines during the IOC and as we design and produce curriculum during the FOC**.**

2.8 Summary. The detailed analysis and tools used to conclude these findings are contained in Appendices A-E**.** The results are based on the analysis of data gathered over the last two years. Education and training that addresses the needs identified in will improve the joint deployment process and result in more effective and efficient deployments. The JDTC should begin developing or modifying the curriculum and course outlines that support education and training to meet these needs.

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Section 3 - Conclusions and Recommendations

3.0 Conclusions. The evaluation of Joint Deployment Training included in this document represents the first stage of a detailed process. There are many deployment related tasks that are trained in Service and Unified Command Schools that were not found by the task investigators, and even more tasks that are mostly Service-unique, but may have multi-Service application. As a result of the analysis process we have identified the following Joint Deployment Training Curriculum development priorities:

- **Command Relationships**. All of the Unified Commands identified a requirement to improve the in-depth understanding of the command and control relationships of the players in the deployment process.
- **Deployment Process (People, Procedures, Products).** The JPEC expressed a need to better understand the critical deployment processes and the interrelationships and dependencies between players and their products such as the TPFDD.
- **C4I Systems (Customer's Guide).** With the emergence of the GTN and automated management tools the JPEC members indicated a requirement to better understand the C4I systems, and roles and responsibilities of each member of the deployment process. For example, who is responsible for entering passenger manifest data into GTN databases for in-transit visibility and what systems do they use.
- **JRSOI.** The doctrine for JRSOI is emerging and therefore very little training is occurring on this phase of the deployment process.
- **Decision Maker Deployment Training.** The JPEC indicated a need to provide education and training that focused on how to provide more timely information to decision-makers during Crisis Action Planning, as well as how to use the automated tools to perform better analysis during planning and execution.
- "**War-stoppers" e.g., HAZMAT, NBC Deployment Operations.** The JPEC identified a number of specific critical " war stopper" functional training needs that are impacting on current deployments. For example, during a recent deployment 95 percent of the palletized air loads were rejected for HAZMAT certification or improper loads. All members of the JPEC community expressed the need to conduct better education and training on deployment operations that provide mission capable organizations, even when key infrastructure is damaged or denied.

3.1 Recommendations. To provide the highest value-added the JDTC should perform the following tasks to improve joint deployment education and training.

- Document and provide existing current, relevant, and valid joint deployment education and training curriculum to the JPEC.
- Develop high value lessons for the Senior/Flag Officer and Action Officer Levels, and ITO/TMO during IOC. (roles, responsibilities, etc.)

- Improve existing deployment education and training lessons used in PME institutes.
- Convert existing valid curricula into distance learning solutions.
- Develop and provide additional deployment process training products for Unified Command JTP Training.

APPENDIX A

TRAINING ANALYSIS PLAN

PURPOSE. This document describes the process, methodology and products for the Joint Deployment Training Center (JDTC) analysis of training for deployment related tasks in the Department of Defense (DoD). See the plan for further details.

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1. Purpose.

This plan describes the process, methodology, and products for the Joint Deployment Training Center (JDTC) analysis of training in deployment related tasks in the Department of Defense (DoD). This plan prescribes format and content of products and outlines objectives of JDTC visits to Unified Commands and providers of Professional Military Education (PME).

2. JDTC Tasking.

a. JDTC's authorization document, the *Memorandum of Agreement on the Joint Deployment Training Center (JDTC)*, dated 21 November 97 prescribes the following guidance:

- JDTC Purpose: To ensure more efficient use of deployment resources and improve the deployment/redeployment processes supporting the Joint Planning and Execution Community (JPEC).

- JDTC Mission: To develop and provide standardized joint deployment and common transportation doctrine, core curriculum, education, and training for the DOD to ensure effective and efficient joint deployment and transportation support to the warfighting CINCs.

- JDTC Priorities: As DOD's "center of excellence" for joint deployment and common user transportation doctrine, training, and education, JDTC's Initial Operating Capability (IOC) priorities are:

  – Propose, write, refine, monitor and suggest changes to appropriate joint doctrine for deployment and redeployment.

  – Develop standardized joint deployment course instruction and provide curricula for Service use in their existing Service/PME institutions, unified and component commands, and other locations as requested or required.

  – Develop program for exportable training and distance learning capabilities.

  – Develop selected in-resident and mobile training team capability within JDTC as agreed to by the Executive Advisory Board (EAB).

b. In response to these taskings, JDTC is conducting a detailed analysis of the Joint Deployment Process with training as the critical variable for analysis. The analysis will consist of internal research and evaluation conducted by the JDTC team, followed by

contact visits to the Unified Commands and JPME providers. Results of the analysis will be evaluated in several joint exercises to ensure technical and doctrinal accuracy

3. Process, Methodology and Products.

a. JDTC will follow a multi-tasked approach to enhance deployment efficiency and effectiveness through training, analysis, and doctrine. Each task is described below along with its key products:

- Joint Deployment Training Baseline - The actual state of training in the Joint Deployment Process stated in terms of the tasks defined in the "As-Is" Joint Deployment Process. Baseline will reflect whether a task is:
  - Trained by Services
  - Trained by Intermediate Staff Schools
  - Trained by Senior Service Colleges
  - Trained by Other Sources
  - Not Trained

The Joint Deployment Training Baseline will also address any overlaps or redundancies that currently exist in the Joint Deployment Process.

- The Joint Deployment Training Baseline will be taken to the Unified Commands and JPME providers for evaluation. Unified Commands and JPME providers will review the state of Joint Deployment Training and highlight any training priorities. The result of this review will be a documented depiction of the acceptable training standard for Joint Deployment.
- Joint Deployment Training Requirements - The difference between the Joint Deployment Training Baseline and the Joint Deployment Training Standard constitutes the basis for Joint Deployment Training development, stated in terms of curricula and POI, required to bring training to the Joint Deployment Training Standard.

b. The process is depicted in chart 1 below:

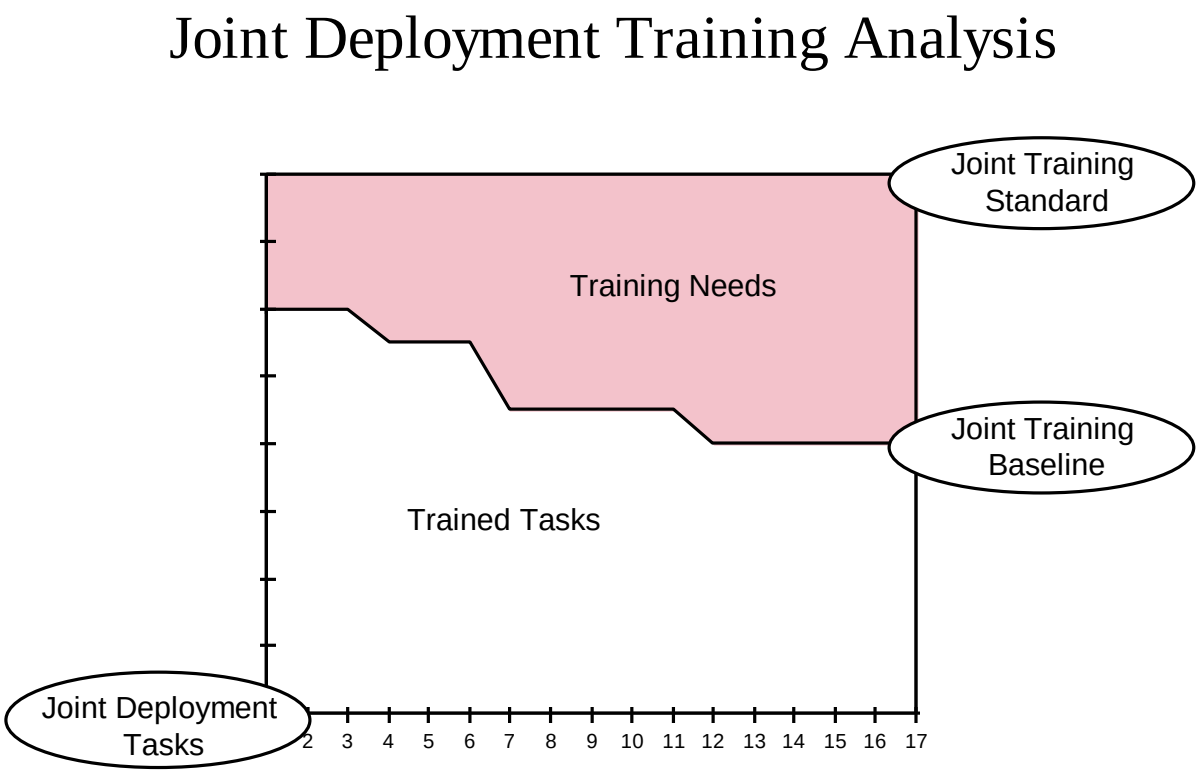

Chart 1, Joint Deployment Training Analysis

4. Follow-on Actions. Based on the process described above, a comprehensive plan will be developed that addresses the form and structure of Joint Deployment Training. The product will include infrastructure analysis, cost-benefit analysis, media involved in instruction, and potential technology and distance learning solutions.

Data Collection Plan

The following questions are suggested as a means to gather data required to complete analysis and start training product development. These questions facilitate a discussion of both the Process Maps and the Training Evaluation Matrix. Responses should be recorded separately for each site visited, so that the particular needs of each member of the community can be addressed.

1. Process.

- Are deployment tasks correctly portrayed in the process maps?
- What would you add?
- What would you delete?
- Are the levels of tasks important?
- Which tasks are most important (top 5)?
- Which tasks are least important (bottom 5)?

2. Training Evaluations.

- Do you know of training not depicted here?
- Do any of the tasks not require training?
- What are your training priorities?
- Is deployment addressed in your JTP of IPL?

3. Training Development. The overall focus of this part of the evaluation is to have the deployment community help determine the critical people, product and processes that are interdependent.

- What are critical elements of deployment?
  - People
    - Process this includes the application tools such as; JOPES, ELIST, KBLPS.

  - Products - Not only what each element produces such as an AUEL but where it goes, critical timelines, and what the receivers use it for. Equally important is identifying the critical products each player in the process gets. We should use the 1996 IDA Rock Drill document as the baseline to see as many of the players as possible/appropriate.
  - For example: Joint Movement Control Agency, Army Movement Control Center, J3, J4, J5, TMCA, DTO, DIRMOBFOR AME, TALCE, ALSS, USMC- SMO, and FMCC.

- What are your expectations of JDTC developed courseware
  - Executive Level
  - Action Officer
  - TMO/ITO
- Have your deployment training priorities changed?
- What are your preferred media for JDTC training products?
- Distance Learning
  - What major computers do you use?
  - Do you have CD-ROM ?
  - What type of network do you use?
  - Does your unit have an ATM connection?
  - Do you have VTT capability? IF so what is the speed, (384 kilo bytes per second is normal TV (30 Frames per second) 256 is the minimum (15 Frames per second)?
  - Do you have SIPRNET/NIPRNET?

APPENDIX B

JOINT DEPLOYMENT PROCESS MAP

PURPOSE. The process map identifies each task in the deployment process from the core process of Analyze Mission to Complete Force Integration. Each task in the development of the process map was analyzed from the perspective of the supported CINC, Joint Force Commander, Service Chief, Service Component Commander, deploying unit commander, National guard and reserve component (RC) commanders and other non-DoD Agencies. The JDTC used the process map tasks as the training requirement, compared them against what is currently being taught by service and joint schools to determine the training baseline, and then compared the baseline to the training needs of the Unified Commands. The training columns represent an aggregate of courses taught by the services and joint community. A matrix with individual courses is at Appendix D.

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Training Task Evaluation Matrix

Task		LEVEL TASK			BASIS				TRAINING											
									Service					ISC				SSC			
		EO	AO	TM	UJTL	DOC	JTTP	JTP	USAF	USA	USMC	USN	JOINT	USAF	USA	USMC	USN	USAF	USA	USMC	USN	JOINT
	PHASE 1: Predeployment				SN 3.2.1				F	A	M	N				M						
1	**Analyze Mission**	a	a	c	SN 2.4				F	A	M											
1.1	Receive Initial Notification	a	a	c		3-0	5-03		F	A	M											
1.2	Prepare Initial Mission Analysis	b	a	c	SN 3.1.5	3-0			F	A	M											
1.2.1	Evaluate Deployed Location Req	a	a	a		4-0			F	A	M			F	A	M	N				N	
1.2.2	Review Installation Cap & Req	a	a	a		4-0			F	A	M											
1.3	Receive Warning Order	a	b	c		3-0	5-03		F	A	M											
1.4	Receive TPFDD Guidance	b	a	b		3-0	5-03		F	A	M											
2	**Structure Forces**	a	a	c																		
2.1	Source, Tailor & Prioritize	a	a	c	SN 3.2.1	3-0	5-03		F	A	M	N	J			M						
2.2	Establish Command Relationships	a	a	c		0-2			F		M	N		F	A	M	N				N	
2.3	Develop Deployment Data	c	a	a	SN 3.1	3-0	5-03						J									
3	**Refine Deployment Data**	a	a	c					F	A	M				A	M					M	
3.1	Validate Accompanying Supplies	a	a	c		3-0	5-03															
3.2	Submit Deployment Data	a	a	c	SN 3.1.3	3-0	5-03						J									
3.2.1	Validate Lift Req	b	a	b	SN 3.2.1	3-0	5-03															
3.2.2	Receive Supported CINC TPFDD	b	a	a	SN 3.2.1	3-0	5-03															
4	**Prepare The Force**	b	a	a	ST 5.1.1																	
4.1	Activate Deployment Support Org	a	a	a		4-01																
4.2	Identify Containers & Local Trans	c	c	a		4-01																
4.3	Identify & Fill Shortfalls	c	a	b	SN 3.2.1	3-0	5-03															
4.4	Conduct Movement&Cord Meeting	b	a	a		4-01			F	A	M	N										
4.4.1	ID & Task Support Req	a	a	c		3-0	5-03															
4.5	Develop Initial load Plans	c	b	a	SN 3.1.3	4-01			F	A	M	N										
4.6	Provide Support as Required	a	a	c		0-2																
5	**Schedule Movement**	c	a	a	SN 3.2.4				F	A												
5.1	Rec. Strat Movement Schedule	c	a	a	SN 3.2.5	4-01			F	A												
5.2	Receive MTMC Port Calls	c	a	a		4-01			F	A												
5.3	Assess Lift Schedules	c	a	a		4-01			F	A												
5.4	Build&Publish Schedule of Events	c	a	a		4-01			F	A												
5.4.1	Confirm Movement Clearances	c	a	a	SN 3.1.4	4-01			F	A	M	N										
	PHASE 2: Move to/Act at POE				SN 2.4																	
6	**Assemble & Marshal Forces**	c	b	a	SN 3.2.4				F	A												
6.1	Assemble Personnel & Cargo	c	b	a	SN 2.5	4-01																
6.2	Conduct Unit Inspection	c	b	a		4-01																
	Process Documentation	c	b	a		4-01																
	Load Equipment	c	b	a	SN 2.4.1	4-01																
6.2.2	Sequence Load	c	b	a		4-01																
6.3	Establish Support Org at POE	c	a	a	SN 3.2.3	4-01																
6.4	Move to POE	c	b	a	SN 3.2.3	4-01																
6.4.1	Conduct Movement Control Ops	c	a	a		4-01	4-01.3		F	A	M	N										
7	**Conduct POE Operation**	c	b	a																		
7.1	Arrive & Report Status	c	b	a		4-01																
7.2	Assemble & Sequence Loads	c	b	a		4-01																
7.3	Conduct POE Inspection	c	b	a		4-01																
	Complete Final PAX/Cargo Doc	c	b	a		4-01																
7.4	Load Lift & Report Status	c	b	a		4-01																
7.5	Submit Departure Reports as Req	c	b	a		4-01																

a - Level has a primary responsibility to provide a product, service, or take action.
b - Level has a supporting responsibility to coordinate, monitor, or collect information.
c - Level must be aware of actions taken.

Task		LEVEL TASK			BASIS		
		EO	AO	TM	UJTL	DOC	
	PHASE 3: POE to POD						
	PHASE 4: JRSOI				ST 1		
8	**Analyze Mission**	a	a	c			
8.1	Conduct Initial Mission Analysis	a	a	c		4-01	4-0
8.2	ID JRSOI Support Requirements	b	a	c	ST 1.1.2	4-01	4-0
8.3	ID HN, Contract & Cmd Capability	b	a	c	ST 1.1.2.2	4-01	4-0
8.4	Prepare & Send JRSOI Directive	a	a	c	ST 1.1.2	4-01	4-0
9	**Prepare to Receive the Force**	b	a	c	ST 1		
9.1	Establish Theater Distribution Sys	b	a	c		4-01	4-0
9.2	Coordinate HN & Contract Spt	c	a	c	ST 1.1.2.1	4-01	4-0
9.3	Establish Support Organizations	b	a	c		4-01	4-0
9.4	Prepare Assembly/Staging Areas	c	a	c		4-01	4-0
10	**Conduct POD Operations**	c	c	a	SN 2.4		
10.1	Receive Personnel & Cargo	c	c	a	ST 5.1.1	4-01	4-0
10.2	Process Personnel & Cargo	c	c	a	ST 5.4.4	4-01	4-0
10.3	Move to Staging Area	c	c	a	SN 3.2.3	4-01	4-0
10.4	Conduct Mvmt Control Operations	c	a	a	SN 3.2.3	4-01	4-0
11	**Confirm Deployment Data**	a	a	a	SN 3.1.3		
11.1	Validate TPFDD Mvmt Req	a	a	a		3-0	5-0
11.2	Recommend TPFDD Changes	a	a	a	SN 3.2.1	3-0	5-0
12	**Prepare the Force**	b	b	a			
12.1	Establish C2, Security, Unit Area	a	a	a		3-56	3-0
12.2	Report Status	a	a	a		1-03	
12.3	Coordinate Support Requirement	c	a	a		3-0	5-0
12.4	Assemble & Process Personnel	c	c	a		4-01	4-0
12.5	Receive Equip, WRM & Supplies	c	c	a		4-01	4-0
12.6	Conduct Trng & Perform Equip Ck	c	c	a		4-01	4-0
13	**Assemble & Marshal Forces**	c	b	a	ST 1		
13.1	Process Personnel & Cargo	c	c	a		4-01	4-0
13.2	Sequence Loads	c	c	a		4-01	4-0
13.3	Coordinate Mvmt Security Req	c	a	a		3-10	
14	**Onward Movement**	c	c	a			
14.1	Movement to TAA	c	c	a		4-01	4-0
14.2	Conduct Mvmt Control Opns	c	c	a	ST 1.1.2.1	4-01	4-0
15	**Conduct TAA Operations**	c	a	a			
15.1	Establish C2, Security, Unit Area	c	c	a	ST 5	3-10	
15.2	Report Status	a	a	a		3-10	
15.3	Coord Support Requirements	c	a	a		3-10	
15.4	Conduct Force Assembly	c	c	a	ST 1.1.2.2	4-01	4-0
16	**Complete Force Integration**	a	a	a	ST 1.12.4		
16.1	Integrate C4I with Gaining Cmd	a	a	a	ST 5	4-01	4-0
16.3	Integrate with CSS	c	a	a	OP 4	3-10	
16.4	Conduct FTX & Rehearsals	a	a	a			
16.5	Confirm Mission Readiness	a	a	a		1-03	

ANALYZE MISSION	STRUCTURE FORCES	REFINE DEPLOYMENT DATA	PREPARE THE FORCE	SCHEDULE MOVEMENT	ASSEMBLE & MARSHAL FORCES	CONDUCT POE OPERATION	ANALYZE MISSION	PREPARE TO RECEIVE THE FORCE	CONDUCT POD OPERATIONS	CONFIRM DEPLOYMENT DATA	PREPARE THE FORCE	ASSEMBLE & MARSHALL FORCES

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APPENDIX C

TRAINING EVALUATION MATRIX

PURPOSE. This document identifies the "As Is" Joint Deployment Process and associated task levels, basis and general education/training. The responsibility level identifies primary, supporting or awareness level for executive officer (EO), action officer (AO) and installation transportation manager (TM). The basis identifies which joint documents are the source for the tasks, Uniformed Joint Task List (UJTL), Joint Doctrine, Joint Tactics, Techniques and Procedures (JTTP) manual, or the Unified Commands Joint Training Plans (JTP). The training columns identify available service, intermediate and senior service schools and joint schools where tasks are taught.

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Training Task Evaluation Matrix

Task		LEVEL TASK			BASIS				TRAINING													
									Service					ISC					SSC			
		EO	AO	TM	UJTL	DOC	JTTP	JTP	USAF	USA	USMC	USN	JOINT	USAF	USA	USMC	USN	JOINT	USAF	USA	USMC	USN	JOINT
	PHASE 1: Predeployment				SN 3.2.1				F	A	M	N				M							
1	**Analyze Mission**	a	a	c	SN 2.4				F	A	M												
1.1	Receive Initial Notification	a	a	c		3-0	5-03		F	A	M												
1.2	Prepare Initial Mission Analysis	b	a	c	SN 3.1.5	3-0			F	A	M												
1.2.1	Evaluate Deployed Location Req	a	a	a		4-0			F	A	M			F	A	M	N					N	
1.2.2	Review Installation Cap & Req	a	a	a		4-0			F	A	M												
1.3	Receive Warning Order	a	b	c		3-0	5-03		F	A	M												
1.4	Receive TPFDD Guidance	b	a	b		3-0	5-03		F	A	M												
2	**Structure Forces**	a	a	c																			
2.1	Source, Tailor & Prioritize	a	a	c	SN 3.2.1	3-0	5-03		F	A	M	N	J			M							
2.2	Establish Command Relationships	a	a	c		O-2			F		M	N		F	A	M	N					N	
2.3	Develop Deployment Data	c	a	a	SN 3.1	3-0	5-03						J										
3	**Refine Deployment Data**	a	a	c					F	A	M				A	M						M	
3.1	Validate Accompanying Supplies	a	a	c		3-0	5-03																
3.2	Submit Deployment Data	a	a	c	SN 3.1.3	3-0	5-03						J										
3.2.1	Validate Lift Req	b	a	b	SN 3.2.1	3-0	5-03																
3.2.2	Receive Supported CINC TPFDD	b	a	a	SN 3.2.1	3-0	5-03																
4	**Prepare The Force**	b	a	a	ST 5.1.1																		
4.1	Activate Deployment Support Org	a	a	a		4-01																	
4.2	Identify Containers & Local Trans	c	c	a		4-01																	
4.3	Identify & Fill Shortfalls	c	a	b	SN 3.2.1	3-0	5-03																
4.4	Conduct Movement&Cord Meeting	b	a	a		4-01			F	A	M	N											
4.4.1	ID & Task Support Req	a	a	c		3-0	5-03																
4.5	Develop Initial load Plans	c	b	a	SN 3.1.3	4-01			F	A	M	N											
4.6	Provide Support as Required	a	a	c		O-2																	
5	**Schedule Movement**	c	a	a	SN 3.2.4				F	A													
5.1	Rec. Strat Movement Schedule	c	a	a	SN 3.2.5	4-01			F	A													
5.2	Receive MTMC Port Calls	c	a	a		4-01			F	A													
5.3	Assess Lift Schedules	c	a	a		4-01			F	A													
5.4	Build&Publish Schedule of Events	c	a	a		4-01			F	A													
5.4.1	Confirm Movement Clearances	c	a	a	SN 3.1.4	4-01			F	A	M	N											
	PHASE 2: Move to/Act at POE				SN 2.4																		
6	**Assemble & Marshal Forces**	c	b	a	SN 3.2.4				F	A													
6.1	Assemble Personnel & Cargo	c	b	a	SN 2.5	4-01																	
6.2	Conduct Unit Inspection	c	b	a		4-01																	
	Process Documentation	c	b	a		4-01																	
	Load Equipment	c	b	a	SN 2.4.1	4-01																	
6.2.2	Sequence Load	c	b	a		4-01																	
6.3	Establish Support Org at POE	c	a	a	SN 3.2.3	4-01																	
6.4	Move to POE	c	b	a	SN 3.2.3	4-01																	
6.4.1	Conduct Movement Control Ops	c	a	a		4-01	4-01.3		F	A	M	N											
7	**Conduct POE Operation**	c	b	a																			
7.1	Arrive & Report Status	c	b	a		4-01																	
7.2	Assemble & Sequence Loads	c	b	a		4-01																	
7.3	Conduct POE Inspection	c	b	a		4-01																	
	Complete Final PAX/Cargo Doc	c	b	a		4-01																	
7.4	Load Lift & Report Status	c	b	a		4-01																	
7.5	Submit Departure Reports as Req	c	b	a		4-01																	

Task		LEVEL TASK			BASIS		
		EO	AO	TM	UJTL	DOC	
	PHASE 3: POE to POD						
	PHASE 4: JRSOI				ST 1		
8	**Analyze Mission**	a	a	c			
8.1	Conduct Initial Mission Analysis	a	a	c		4-01	4-0
8.2	ID JRSOI Support Requirements	b	a	c	ST 1.1.2	4-01	4-0
8.3	ID HN, Contract & Cmd Capability	b	a	c	ST 1.1.2.2	4-01	4-0
8.4	Prepare & Send JRSOI Directive	a	a	c	ST 1.1.2	4-01	4-0
9	**Prepare to Receive the Force**	b	a	c	ST 1		
9.1	Establish Theater Distribution Sys	b	a	c		4-01	4-0
9.2	Coordinate HN & Contract Spt	c	a	c	ST 1.1.2.1	4-01	4-0
9.3	Establish Support Organizations	b	a	c		4-01	4-0
9.4	Prepare Assembly/Staging Areas	c	a	c		4-01	4-0
10	**Conduct POD Operations**	c	c	a	SN 2.4		
10.1	Receive Personnel & Cargo	c	c	a	ST 5.1.1	4-01	4-0
10.2	Process Personnel & Cargo	c	c	a	ST 5.4.4	4-01	4-0
10.3	Move to Staging Area	c	c	a	SN 3.2.3	4-01	4-0
10.4	Conduct Mvmt Control Operations	c	a	a	SN 3.2.3	4-01	4-0
11	**Confirm Deployment Data**	a	a	a	SN 3.1.3		
11.1	Validate TPFDD Mvmt Req	a	a	a		3-0	5-0
11.2	Recommend TPFDD Changes	a	a	a	SN 3.2.1	3-0	5-0
12	**Prepare the Force**	b	b	a			
12.1	Establish C2, Security, Unit Area	a	a	a		3-56	3-0
12.2	Report Status	a	a	a		1-03	
12.3	Coordinate Support Requirement	c	a	a		3-0	5-0
12.4	Assemble & Process Personnel	c	c	a		4-01	4-0
12.5	Receive Equip, WRM & Supplies	c	c	a		4-01	4-0
12.6	Conduct Trg & Perform Equip Ck	c	c	a		4-01	4-0
13	**Assemble & Marshal Forces**	c	b	a	ST 1		
13.1	Process Personnel & Cargo	c	c	a		4-01	4-0
13.2	Sequence Loads	c	c	a		4-01	4-0
13.3	Coordinate Mvmt Security Req	c	a	a		3-10	
14	**Onward Movement**	c	c	a			
14.1	Movement to TAA	c	c	a		4-01	4-0
14.2	Conduct Mvmt Control Opns	c	c	a	ST 1.1.2.1	4-01	4-0
15	**Conduct TAA Operations**	c	a	a			
15.1	Establish C2, Security, Unit Area	c	c	a	ST 5	3-10	
15.2	Report Status	a	a	a		3-10	
15.3	Coord Support Requirements	c	a	a		3-10	
15.4	Conduct Force Assembly	c	c	a	ST 1.1.2.2	4-01	4-0
16	**Complete Force Integration**	a	a	a	ST 1.12.4		
16.1	Integrate C4I with Gaining Cmd	a	a	a	ST 5	4-01	4-0
16.3	Integrate with CSS	c	a	a	OP 4	3-10	
16.4	Conduct FTX & Rehearsals	a	a	a			
16.5	Confirm Mission Readiness	a	a	a		1-03	

a - Level has a primary responsibility to provide a product, service, or take action.
b - Level has a supporting responsibility to coordinate, monitor, or collect information.
c - Level must be aware of actions taken.

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APPENDIX D

ANALYSIS OF JOINT DEPLOYMENT TRAINING BASELINE MATRIX

PURPOSE. This document identifies specific service or joint courses teaching the deployment tasks to some level of expertise. The matrix was used to determine if common core training on joint deployment tasks is conducted, whether it is broad brush or in depth and to identify any potential curriculum overlaps or shortfalls.

How to use this matrix:

Core and sub-process deployment tasks are identified down the left side of the matrix. X's across from each task indicates a service or joint course, identified at the top of the column, teaching the task to some level of expertise. The number associated with the course can be cross-referenced with Tab 2.

Tab 1, Task Description, provides a narrative description of the Joint Deployment Process Tasks.

Tab 2, Course Descriptions, provides a course description of all Joint Deployment Process Training and Education curricula reviewed.

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Task	AIR FORCE COURSES	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F14.1	F15	F16	F17	F18	F19	F20	F21	F22	F23	F24	F25	F26	F26.1	F27	F28
	PHASE 1: Predeployment																														
1	**Analyze Mission**	3	1	6	[illegible]	[illegible]	0	1	0	[illegible]	2	1	1	0	[illegible]	4	[illegible]	0	1	[illegible]	3	[illegible]	6	6	[illegible]	1	3	2	0	[illegible]	[illegible]
1.1	Receive Initial Notification			X											X	X				X		X	X	X			X				
1.2	Prepare Initial Mission Analysis	X	X	X				X			X	X	X	X	X	X			X	X	X	X	X	X		X	X	X			
1.2.1	Evaluate Deployed Location Req			X										X	X	X				X	X	X	X	X							
1.2.2	Review Installation Cap & Req	X		X										X	X						X	X	X	X			X				
1.3	Receive Warning Order			X										X	X	X				X		X	X	X							
1.4	Receive TPFDD Guidance	X		X							X			X	X					X		X	X	X				X			
2	**Structure Forces**	2	1	1	[illegible]	[illegible]	0	1	0	[illegible]	3	[illegible]	2	3	1	1	[illegible]	0	1	1	3	3	3	3	2	1	[illegible]	3	0	[illegible]	[illegible]
2.1	Source, Tailor & Prioritize										X		X	X	X					X	X	X	X	X	X			X			
2.2	Establish Command Relationships	X	X	X				X			X		X	X	X	X			X	X	X	X	X	X		X		X			
2.3	Develop Deployment Data	X									X			X	X					X	X	X	X	X	X			X			
3	**Refine Deployment Data**	1	0	1	[illegible]	[illegible]	0	0	0	[illegible]	4	[illegible]	1	2	4	[illegible]	[illegible]	0	0	4	4	4	4	4	3	[illegible]	[illegible]	4	0	[illegible]	[illegible]
3.1	Validate Accompanying Supplies										X		X	X	X					X	X	X	X	X				X			
3.2	Submit Deployment Data										X			X	X					X	X	X	X	X				X			
3.2.1	Validate Lift Req	X		X							X				X					X	X	X	X	X	X			X			
3.2.2	Receive Supported CINC TPFDD										X				X					X	X	X	X	X	X			X			
4	**Prepare The Force**	3	0	3	[illegible]	[illegible]	6	0	6	[illegible]	4	[illegible]	2	2	2	2	3	0	0	7	4	7	7	7	[illegible]	[illegible]	2	4	0	[illegible]	[illegible]
4.1	Activate Deployment Support Org	X		X	X	X	X		X	X	X		X	X	X	X				X	X	X	X	X	X		X	X			
4.2	Identify Containers & Local Trans				X	X	X		X	X							X			X		X	X	X							
4.3	Identify & Fill Shortfalls				X	X	X		X	X			X	X	X	X				X	X	X	X	X	X						
4.4	Conduct Movement&Cord Meeting				X	X	X		X	X	X									X		X	X	X	X			X			
4.4.1	ID & Task Support Req																			X		X	X	X	X						
4.5	Develop Initial load Plans	X		X	X	X	X		X	X	X						X			X	X	X	X	X	X		X	X			
4.6	Provide Support as Required	X		X	X	X	X		X	X	X						X			X	X	X	X	X	X			X			
5	**Schedule Movement**	5	0	4	4	4	4	0	4	4	[illegible]	[illegible]	0	1	1	3	1	0	0	5	[illegible]	5	5	5	3	[illegible]	4	0	0	[illegible]	[illegible]
5.1	Rec. Strat Movement Schedule	X		X	X	X	X		X	X						X				X		X	X	X	X		X				
5.2	Receive MTMC Port Calls	X																		X		X	X	X							
5.3	Assess Lift Schedules	X		X	X	X	X		X	X				X	X	X				X		X	X	X	X		X				
5.4	Build&Publish Schedule of Events	X		X	X	X	X		X	X						X				X		X	X	X	X		X				
5.4.1	Confirm Movement Clearances	X		X	X	X	X		X	X							X			X		X	X	X			X				
	PHASE 2: Move to/Act at POE																														
6	**Assemble & Marshal Forces**	6	0	2	5	5	5	0	5	5	5	[illegible]	0	0	[illegible]	2	[illegible]	6	0	[illegible]	4	[illegible]	6	6	[illegible]	[illegible]	4	5	0	[illegible]	[illegible]
6.1	Assemble Personnel & Cargo	X			X	X	X		X	X	X						X	X		X	X	X	X	X			X	X		X	X
6.2	Conduct Unit Inspection	X			X	X	X		X	X	X						X	X		X	X	X	X	X			X	X		X	X
	Process Documentation	X																				X	X	X						X	X
	Load Equipment	X																				X	X	X						X	X
6.2.2	Sequence Load	X			X	X	X		X	X	X						X	X		X		X	X	X				X		X	X
6.3	Establish Support Org at POE	X		X	X	X	X		X	X						X	X	X		X	X	X	X	X			X			X	X
6.4	Move to POE										X						X	X		X	X	X	X	X				X		X	X
6.4.1	Conduct Movement Control Ops			X	X	X	X		X	X	X					X	X	X		X		X	X	X			X	X		X	X
7	**Conduct POE Operation**	0	0	2	5	5	5	0	5	5	[illegible]	[illegible]	0	0	[illegible]	1	[illegible]	5	0	[illegible]	5	6	6	6	1	[illegible]	4	0	0	[illegible]	[illegible]
7.1	Arrive & Report Status				X	X	X		X	X								X			X	X	X	X			X				X
7.2	Assemble & Sequence Loads				X	X	X		X	X								X			X	X	X	X							X
7.3	Conduct POE Inspection			X	X	X	X		X	X								X			X	X	X	X			X				X
	Complete Final PAX/Cargo Doc																					X	X	X							X
7.4	Load Lift & Report Status				X	X	X		X	X								X			X	X	X	X			X				X
7.5	Submit Departure Reports as Req			X	X	X	X		X	X						X		X			X	X	X	X	X		X				X
	PHASE 3: POE to POD																														
	PHASE 4: JRSOI																														
8	**Analyze Mission**	0	0	0	[illegible]	[illegible]	0	0	0	[illegible]	3	[illegible]	2	1	[illegible]	[illegible]	3	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	3	0	4	[illegible]
8.1	Conduct Initial Mission Analysis										X		X				X											X		X	
8.2	ID JRSOI Support Requirements																													X	
8.3	ID HN, Contract & Civil Capability										X		X	X			X											X		X	
8.4	Prepare & Send JRSOI Directive																													X	
9	**Prepare to Receive the Force**	2	0	2	4	4	4	0	4	4	4	[illegible]	0	4	[illegible]	[illegible]	5	1	0	[illegible]	[illegible]	5	5	5	3	[illegible]	1	4	0	3	1
9.1	Establish Theater Distribution Sys	X		X							X			X			X					X	X	X				X		X	
9.2	Coordinate HN & Contract Spt				X	X	X		X	X	X			X			X					X	X	X				X		X	
9.3	Establish Support Organizations	X		X	X	X	X		X	X	X			X			X					X	X	X	X			X		X	
9.4	Prepare Assembly/Staging Areas				X	X	X		X	X	X						X					X	X	X	X			X		X	
10	**Conduct POD Operations**	1	0	2	3	2	2	0	2	3	[illegible]	[illegible]	0	2	[illegible]	1	3	4	0	[illegible]	[illegible]	4	4	4	1	[illegible]	2	0	0	4	4
10.1	Receive Personnel & Cargo				X	X	X		X	X				X			X	X				X	X	X	X		X			X	X
10.2	Process Personnel & Cargo			X	X	X	X		X	X				X			X	X				X	X	X	X		X			X	X
10.3	Move to Staging Area																	X				X	X	X						X	X
10.4	Conduct Mvmt Control Operations	X		X												X	X	X				X	X	X	X					X	X
11	**Confirm Deployment Data**	2	0	0	[illegible]	[illegible]	0	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	2	2	2	1	[illegible]	[illegible]	0	0	[illegible]	[illegible]
11.1	Validate TPFDD Mvmt Req	X																				X	X	X	X						
11.2	Recommend TPFDD Changes	X																				X	X	X							
12	**Prepare the Force**	0	0	0	[illegible]	[illegible]	0	0	0	[illegible]	3	[illegible]	0	1	[illegible]	[illegible]	4	0	0	[illegible]	[illegible]	[illegible]	0	0	2	[illegible]	[illegible]	3	0	[illegible]	[illegible]
12.1	Establish C2, Security, Unit Area																X														
12.2	Report Status										X						X								X			X			
12.3	Coordinate Support Requirement										X						X											X			
12.4	Assemble & Process Personnel																								X						
12.5	Receive Equip, WRM & Supplies										X			X			X											X			
12.6	Conduct Trng & Perform Equip Ck																														
13	**Assemble & Marshal Forces**	[illegible]	0	0	[illegible]	[illegible]	0	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]
13.1	Process Personnel & Cargo	X																													
13.2	Sequence Loads	X																													
13.3	Coordinate Mvmt Security Req																														
14	**Onward Movement**	0	0	0	[illegible]	[illegible]	0	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]
14.1	Movement to TAA																														
14.2	Conduct Mvmt Control Opns																														
15	**Conduct TAA Operations**	0	0	0	[illegible]	[illegible]	0	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]
15.1	Establish C2, Security, Unit Area																														
15.2	Report Status																														
15.3	Coord Support Requirements																														
15.4	Conduct Force Assembly																														
16	**Complete Force Integration**	0	0	0	[illegible]	[illegible]	0	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]	[illegible]	0	0	[illegible]	[illegible]
16.1	Integrate C4I with Gaining Cmd																														
16.3	Integrate with CSS																														
16.4	Conduct FTX & Rehearsals																														
16.5	Confirm Mission Readiness																														

Training Tasks and Air Force Course Matrix

Task	ARMY COURSES	A1	A1.1	A2	A3	A3.1	A4	A5	A7	A8	A9	A10	A11	A12	A13	A14	A15	A16	A17	A18	A19	A20	A21	A22	A23	A24	A25	A26	A27
	PHASE 1: Predeployment																											
1	**Analyze Mission**	0	1	0	2	3	0	0	0	6	0	0	0	0	0	0	0	6	0	0	0	6	0	0	0	0	0	0	0
1.1	Receive Initial Notification					X				X									X				X								
1.2	Prepare Initial Mission Analysis		X		X	X				X									X				X								
1.2.1	Evaluate Deployed Location Req									X									X				X								
1.2.2	Review Installation Cap & Req				X					X									X				X								
1.3	Receive Warning Order					X				X									X				X								
1.4	Receive TPFDD Guidance									X									X				X								
2	**Structure Forces**	0	1	0	2	2	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0	0	0	0	0	0	0
2.1	Source, Tailor & Prioritize				X													X				X								
2.2	Establish Command Relationships				X	X												X				X								
2.3	Develop Deployment Data		X			X												X				X								
3	**Refine Deployment Data**	0	0	0	1	2	0	0	0	0	0	0	0	0	0	4	0	4	0	0	0	4	0	4	0	0	0	0	0
3.1	Validate Accompanying Supplies				X	X										X		X				X		X					
3.2	Submit Deployment Data					X										X		X				X		X					
3.2.1	Validate Lift Req															X		X				X		X					
3.2.2	Receive Supported CINC TPFDD															X		X				X		X					
4	**Prepare The Force**	6	0	6	5	0	1	0	0	0	0	7	0	0	1	7	7	7	0	0	0	7	7	7	7	0	0	7	0
4.1	Activate Deployment Support Org	X		X	X								X				X	X	X				X	X	X	X			X	
4.2	Identify Containers & Local Trans	X		X	X								X			X	X	X	X				X	X	X	X			X	
4.3	Identify & Fill Shortfalls	X		X									X				X	X	X				X	X	X	X			X	
4.4	Conduct Movement&Coord Meeting	X		X	X								X				X	X	X				X	X	X	X			X	
4.4.1	ID & Task Support Req				X								X				X	X	X				X	X	X	X			X	
4.5	Develop Initial load Plans	X		X			X						X				X	X	X				X	X	X	X			X	
4.6	Provide Support as Required	X		X	X								X				X	X	X				X	X	X	X			X	
5	**Schedule Movement**	4	0	5	0	1	0	0	0	0	0	5	0	0	0	5	5	5	5	0	0	5	0	5	5	0	0	5	0
5.1	Rec. Strat Movement Schedule	X		X								X				X	X	X	X			X		X	X			X	
5.2	Receive MTMC Port Calls			X								X				X	X	X	X			X		X	X			X	
5.3	Assess Lift Schedules	X		X		X						X				X	X	X	X			X		X	X			X	
5.4	Build&Publish Schedule of Events	X		X								X				X	X	X	X			X		X	X			X	
5.4.1	Confirm Movement Clearances	X		X								X				X	X	X	X			X		X	X			X	
	PHASE 2: Move to/Act at POE																											
6	**Assemble & Marshal Forces**	5	0	0	8	0	0	0	1	0	1	8	1	0	0	8	8	1	8	1	0	8	8	8	8	3	8	8	0
6.1	Assemble Personnel & Cargo	X			X							X				X	X		X			X	X	X	X	X	X	X	
6.2	Conduct Unit Inspection	X			X				X		X	X	X			X	X		X	X		X	X	X	X	X	X	X	
	Process Documentation				X							X				X	X		X			X	X	X	X		X	X	
	Load Equipment				X							X				X	X		X			X	X	X	X		X	X	
6.2.2	Sequence Load	X			X							X				X	X		X			X	X	X	X		X	X	
6.3	Establish Support Org at POE	X			X							X				X	X	X	X			X	X	X	X		X	X	
6.4	Move to POE				X							X				X	X		X			X	X	X	X	X	X	X	
6.4.1	Conduct Movement Control Ops	X			X							X				X	X		X			X	X	X	X		X	X	
7	**Conduct POE Operation**	5	0	6	6	0	0	0	0	0	0	6	0	6	0	0	6	0	6	0	6	6	6	6	0	0	6	6	3
7.1	Arrive & Report Status	X		X	X							X		X			X		X		X	X	X	X			X	X	
7.2	Assemble & Sequence Loads	X		X	X							X		X			X		X		X	X	X	X			X	X	
7.3	Conduct POE Inspection	X		X	X							X		X			X		X		X	X	X	X			X	X	X
	Complete Final PAX/Cargo Doc			X	X							X		X			X		X		X	X	X	X			X	X	X
7.4	Load Lift & Report Status	X		X	X							X		X			X		X		X	X	X	X			X	X	X
7.5	Submit Departure Reports as Req	X		X	X							X		X			X		X		X	X	X	X			X	X	
	PHASE 3: POE to POD																											
	PHASE 4: JRSOI																											
8	**Analyze Mission**	0	1	0	4	1	0	4	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.1	Conduct Initial Mission Analysis		X		X	X		X				X																
8.2	ID JRSOI Support Requirements				X			X				X																
8.3	ID HN, Contract & Cmd Capability				X			X				X																
8.4	Prepare & Send JRSOI Directive				X			X				X																
9	**Prepare to Receive the Force**	4	0	0	5	1	0	5	0	0	0	5	0	1	0	0	1	0	0	1	1	0	1	0	1	1	1	1	1
9.1	Establish Theater Distribution Sys				X			X				X																
9.2	Coordinate HN & Contract Spt	X			X			X				X																
9.3	Establish Support Organizations	X			X	X		X				X																
9.4	Prepare Assembly/Staging Areas	X			X			X				X																
10	**Conduct POD Operations**	2	0	0	4	0	0	4	0	0	0	4	0	4	0	0	4	0	0	1	4	0	4	0	4	4	4	4	4
10.1	Receive Personnel & Cargo	X			X			X				X		X			X			X	X		X		X	X	X	X	X
10.2	Process Personnel & Cargo	X			X			X				X		X			X				X		X		X	X	X	X	X
10.3	Move to Staging Area				X			X				X		X			X				X		X		X	X	X	X	X
10.4	Conduct Mvmt Control Operations				X			X				X		X			X				X		X		X	X	X	X	X
11	**Confirm Deployment Data**	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.1	Validate TPFDD Mvmt Req											X																
11.2	Recommend TPFDD Changes											X																
12	**Prepare the Force**	0	0	0	6	0	0	6	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Establish C2, Security, Unit Area				X			X				X																
12.2	Report Status				X			X				X																
12.3	Coordinate Support Requirement				X			X				X																
12.4	Assemble & Process Personnel				X			X				X																
12.5	Receive Equip, WRM & Supplies				X			X				X																
12.6	Conduct Trg & Perform Equip Ck				X			X				X																
13	**Assemble & Marshal Forces**	0	0	0	0	0	0	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.1	Process Personnel & Cargo							X				X																
13.2	Sequence Loads							X				X																
13.3	Coordinate Mvmt Security Req							X				X																
14	**Onward Movement**	0	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14.1	Movement to TAA							X				X																
14.2	Conduct Mvmt Control Opns							X				X																
15	**Conduct TAA Operations**	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15.1	Establish C2, Security, Unit Area											X																
15.2	Report Status											X																
15.3	Coord Support Requirements											X																
15.4	Conduct Force Assembly											X																
16	**Complete Force Integration**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16.1	Integrate C4I with Gaining Cmd																												
16.3	Integrate with CSS																												
16.4	Conduct FTX & Rehearsals																												
16.5	Confirm Mission Readiness																												

Training Tasks and Army Course Matrix

Task		J6.1	J6.2	J5	J5.1	J5.2	J2	J3	J3.1	J4
	JOINT COURSES	AFSC	CAPSTONE	FGOS	JFOW	JLOG	JOPES BASIC	JOPES GPEC	ICAF	TSJ
	PHASE 1: Predeployment									
1	**Analyze Mission**	2	0	6	0	1	0	0	0	6
1.1	Receive Initial Notification			x						x
1.2	Prepare Initial Mission Analysis	x		x		x				x
1.2.1	Evaluate Deployed Location Req			x						x
1.2.2	Review Installation Cap & Req			x						x
1.3	Receive Warning Order	x		x						x
1.4	Receive TPFDD Guidance	x		x						x
2	**Structure Forces**	1	1	0	1	1	1	1	0	3
2.1	Source, Tailor & Prioritize						x	x		x
2.2	Establish Command Relationships	x	x		x	x				x
2.3	Develop Deployment Data									x
3	**Refine Deployment Data**	0	0	0	0	0	2	2	0	4
3.1	Validate Accompanying Supplies									x
3.2	Submit Deployment Data									x
3.2.1	Validate Lift Req						x	x		x
3.2.2	Receive Supported CINC TPFDD						x	x		x
4	**Prepare The Force**	0	0	0	0	0	1	1	0	7
4.1	Activate Deployment Support Org									x
4.2	Identify Containers & Local Trans									x
4.3	Identify & Fill Shortfalls						x	x		x
4.4	Conduct Movement&Cord Meeting									x
4.4.1	ID & Task Support Req									x
4.5	Develop Initial load Plans									x
4.6	Provide Support as Required									x
5	**Schedule Movement**	0	0	0	0	0	0	0	0	0
5.1	Rec. Strat Movement Schedule									
5.2	Receive MTMC Port Calls									
5.3	Assess Lift Schedules									
5.4	Build&Publish Schedule of Events									
5.4.1	Confirm Movement Clearances									
	PHASE 2: Move to/Act at POE									
6	**Assemble & Marshal Forces**	0	0	0	0	0	0	0	0	0
6.1	Assemble Personnel & Cargo									
6.2	Conduct Unit Inspection									
	Process Documentation									
	Load Equipment									
6.2.2	Sequence Load									
6.3	Establish Support Org at POE									
6.4	Move to POE									
6.4.1	Conduct Movement Control Ops									
7	**Conduct POE Operation**	0	0	0	0	0	0	0	0	0
7.1	Arrive & Report Status									
7.2	Assemble & Sequence Loads									
7.3	Conduct POE Inspection									
	Complete Final PAX/Cargo Doc									
7.4	Load Lift & Report Status									
7.5	Submit Departure Reports as Req									
	PHASE 3: POE to POD									
	PHASE 4: JRSOI									
8	**Analyze Mission**	0	0	0	0	0	0	0	0	0
8.1	Conduct Initial Mission Analysis									
8.2	ID JRSOI Support Requirements									
8.3	ID HN, Contract & Cmd Capability									
8.4	Prepare & Send JRSOI Directive									
9	**Prepare to Receive the Force**	0	0	0	0	0	0	0	0	0
9.1	Establish Theater Distribution Sys									
9.2	Coordinate HN & Contract Spt									
9.3	Establish Support Organizations									
9.4	Prepare Assembly/Staging Areas									
10	**Conduct POD Operations**	0	0	0	0	0	0	0	0	0
10.1	Receive Personnel & Cargo									
10.2	Process Personnel & Cargo									
10.3	Move to Staging Area									
10.4	Conduct Mvmt Control Operations									
11	**Confirm Deployment Data**	0	0	0	0	0	2	2	0	0
11.1	Validate TPFDD Mvmt Req						x	x		
11.2	Recommend TPFDD Changes						x	x		
12	**Prepare the Force**	0	0	0	0	0	0	0	0	0
12.1	Establish C2, Security, Unit Area									
12.2	Report Status									
12.3	Coordinate Support Requirement									
12.4	Assemble & Process Personnel									
12.5	Receive Equip, WRM & Supplies									
12.6	Conduct Trg & Perform Equip Ck									
13	**Assemble & Marshal Forces**	0	0	0	0	0	0	0	0	0
13.1	Process Personnel & Cargo									
13.2	Sequence Loads									
13.3	Coordinate Mvmt Security Req									
14	**Onward Movement**	0	0	0	0	0	0	0	0	0
14.1	Movement to TAA									
14.2	Conduct Mvmt Control Opns									
15	**Conduct TAA Operations**	0	0	0	0	0	0	0	0	0
15.1	Establish C2, Security, Unit Area									
15.2	Report Status									
15.3	Coord Support Requirements									
15.4	Conduct Force Assembly									
16	**Complete Force Integration**	0	0	0	0	0	0	0	0	0
16.1	Integrate C4I with Gaining Cmd									
16.3	Integrate with CSS									
16.4	Conduct FTX & Rehearsals									
16.5	Confirm Mission Readiness									

Training Tasks and Joint Courses

Task	MARINE COURSES	M1 ARG/MEU PLAN	M2 AMPHIB WAR INDOCTR	M3 BASIC LOG/EMBRK	M4 C2 WARFARE	M5 RES LOG OFF	M6 EWS PLANNING	M7 EW STAFF	M8 MAGTAF PLNR	M9 JNCIS	M10 LOG OFF	M11 LOG/EMBRK NCO/SRNCO	M12 RES LOG/EMBRK SPEC	M13 TEAM EMBRK OFF	M14 COMP DEPLOY SYSTEM	M15 MCCSC	M16 MCWC
	PHASE 1: Predeployment																
1	**Analyze Mission**	0	6	0	1	0	1	6	1	6	0	0	0	0	0	2	2
1.1	Receive Initial Notification		X					X		X							
1.2	Prepare Initial Mission Analysis		X		X		X	X	X	X						X	X
1.2.1	Evaluate Deployed Location Req.		X					X		X						X	X
1.2.2	Review Installation Cap & Req.		X					X		X							
1.3	Receive Warning Order		X					X		X							
1.4	Receive TPFDD Guidance		X					X		X							
2	**Structure Forces**	0	3	0	0	0	1	3	0	2	3	1	0	0	0	1	1
2.1	Source, Tailor & Prioritize		X					X			X						
2.2	Establish Command Relationships		X				X	X		X	X					X	X
2.3	Develop Deployment Data		X					X		X	X	X					
3	**Refine Deployment Data**	0	0	0	1	0	0	0	1	3	4	4	0	0	2	0	0
3.1	Validate Accompanying Supplies										X	X			X		
3.2	Submit Deployment Data				X					X	X	X			X		
3.2.1	Validate Lift Req									X	X	X					
3.2.2	Receive Supported CINC TPFDD								X	X	X	X					
4	**Prepare The Force**	0	7	0	0	0	0	0	1	1	7	7	0	0	1	0	0
4.1	Activate Deployment Support Org		X								X	X					
4.2	Identify Containers & Local Trans		X								X	X					
4.3	Identify & Fill Shortfalls		X						X	X	X	X					
4.4	Conduct Movement&Cord Meeting		X								X	X					
4.4.1	ID & Task Support Req.		X								X	X					
4.5	Develop Initial load Plans		X								X	X			X		
4.6	Provide Support as Required		X								X	X					
5	**Schedule Movement**	0	5	0	0	0	0	0	0	0	5	0	0	0	3	0	0
5.1	Rec. Strat Movement Schedule		X								X				X		
5.2	Receive MTMC Port Calls		X								X						
5.3	Assess Lift Schedules		X								X				X		
5.4	Build&Publish Schedule of Events		X								X				X		
5.4.1	Confirm Movement Clearances		X								X						
	PHASE 2: Move to/Act at POE																
6	**Assemble & Marshal Forces**	0	8	8	0	8	0	0	0	0	8	8	8	8	5	0	0
6.1	Assemble Personnel & Cargo		X	X		X					X	X	X	X	X		
6.2	Conduct Unit Inspection		X	X		X					X	X	X	X			
	Process Documentation		X	X		X					X	X	X	X	X		
	Load Equipment		X	X		X					X	X	X	X	X		
6.2.2	Sequence Load		X	X		X					X	X	X	X	X		
6.3	Establish Support Org at POE		X	X		X					X	X	X	X			
6.4	Move to POE		X	X		X					X	X	X	X			
6.4.1	Conduct Movement Control Ops		X	X		X					X	X	X	X	X		
7	**Conduct POE Operation**	0	6	6	0	6	0	0	0	0	6	6	6	6	3	0	0
7.1	Arrive & Report Status		X	X		X					X	X	X	X			
7.2	Assemble & Sequence Loads		X	X		X					X	X	X	X	X		
7.3	Conduct POE Inspection		X	X		X					X	X	X	X			
	Complete Final PAX/Cargo Doc		X	X		X					X	X	X	X	X		
7.4	Load Lift & Report Status		X	X		X					X	X	X	X			
7.5	Submit Departure Reports as Req		X	X		X					X	X	X	X			
	PHASE 3: POE to POD																
	PHASE 4: JRSOI																
8	**Analyze Mission**	0	4	0	0	0	0	0	0	0	0	4	0	0	0	0	0
8.1	Conduct Initial Mission Analysis		X									X					
8.2	ID JRSOI Support Requirements		X									X					
8.3	ID HN, Contract & Civil Capability		X									X					
8.4	Prepare & Send JRSOI Directive		X									X					
9	**Prepare to Receive the Force**	0	6	0	0	0	0	0	0	0	0	0	0	0	1	0	0
9.1	Establish Theater Distribution Sys		X														
9.2	Coordinate HN & Contract Spt		X														
9.3	Establish Support Organizations		X														
9.4	Prepare Assembly/Staging Areas		X														
10	**Conduct POD Operations**	0	4	0	0	0	0	0	0	0	0	0	0	0	3	0	0
10.1	Receive Personnel & Cargo		X												X		
10.2	Process Personnel & Cargo		X												X		
10.3	Move to Staging Area		X														
10.4	Conduct Mvmt Control Operations		X												X		
11	**Confirm Deployment Data**	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0
11.1	Validate TPFDD Mvmt Req		X						X								
11.2	Recommend TPFDD Changes		X						X								
12	**Prepare the Force**	0	6	0	0	0	0	0	0	0	6	0	1	0	1	0	0
12.1	Establish C2, Security, Unit Area		X								X						
12.2	Report Status		X								X						
12.3	Coordinate Support Requirement		X								X						
12.4	Assemble & Process Personnel		X								X				X		
12.5	Receive Equip, WRM & Supplies		X								X		X				
12.6	Conduct Trng & Perform Equip Ck		X								X						
13	**Assemble & Marshal Forces**	0	3	0	0	0	0	0	0	0	0	0	0	0	2	0	0
13.1	Process Personnel & Cargo		X												X		
13.2	Sequence Loads		X												X		
13.3	Coordinate Mvmt Security Req		X														
14	**Onward Movement**	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14.1	Movement to TAA		X														
14.2	Conduct Mvmt Control Oprns		X														
15	**Conduct TAA Operations**	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15.1	Establish C2, Security, Unit Area	X	X														
15.2	Report Status	X	X														
15.3	Coord Support Requirements	X	X														
15.4	Conduct Force Assembly	X	X														
16	**Complete Force Integration**	4	4	0	0	0	4	4	0	0	0	0	0	0	0	0	0
16.1	Integrate C4I with Gaining Cmd	X	X				X	X									
16.3	Integrate with CSS	X	X				X	X									
16.4	Conduct FTX & Rehearsals	X	X				X	X									
16.5	Confirm Mission Readiness	X	X				X	X									

Training Tasks and Marine Corps Course Matrix

Task	NAVY COURSES	N1 ARG/MEU PLAN	N2 BASIC LOG EMBRK	N3 COMP DEPLOY SYSTEM	N5 [illegible]	N6 LOG OFF	N7 [illegible]	N8 TRANS MNGT	N9 AMPHIB WARFARE	N10 LOG/BASIC EMBRK	N11 C2 WARFARE	N12 EWS PLANNING	N13 EW STAFF	N14 LOG OFF	N15 LOG/EMBRK
	PHASE 1: Predeployment														
1	**Analyze Mission**	0	0	0	4	0	0	0	1	3	0	3	6	0	0
1.1	Receive Initial Notification												x		
1.2	Prepare Initial Mission Analysis				x				x	x		x	x		
1.2.1	Evaluate Deployed Location Req.				x					x		x	x		
1.2.2	Review Installation Cap & Req.				x					x			x		
1.3	Receive Warning Order				x							x	x		
1.4	Receive TPFDD Guidance												x		
2	**Structure Forces**	0	0	0	3	0	0	0	1	0	1	1	3	3	1
2.1	Source, Tailor & Prioritize				x								x	x	
2.2	Establish Command Relationships				x				x		x	x	x	x	
2.3	Develop Deployment Data				x								x	x	x
3	**Refine Deployment Data**	0	0	0	1	4	0	0	0	0	0	0	0	4	4
3.1	Validate Accompanying Supplies				x	x								x	x
3.2	Submit Deployment Data					x								x	x
3.2.1	Validate Lift Req					x								x	x
3.2.2	Receive Supported CINC TPFDD					x								x	x
4	**Prepare The Force**	0	0	0	3	7	0	0	0	4	0	1	0	7	7
4.1	Activate Deployment Support Org				x	x				x		x		x	x
4.2	Identify Containers & Local Trans				x	x				x				x	x
4.3	Identify & Fill Shortfalls					x								x	x
4.4	Conduct Movement&Cord Meeting					x								x	x
4.4.1	ID & Task Support Req				x	x								x	x
4.5	Develop Initial load Plans					x				x				x	x
4.6	Provide Support as Required					x				x				x	x
5	**Schedule Movement**	0	0	0	1	0	0	0	0	2	0	1	0	5	0
5.1	Rec. Strat Movement Schedule													x	
5.2	Receive MTMC Port Calls													x	
5.3	Assess Lift Schedules				x							x		x	
5.4	Build&Publish Schedule of Events									x				x	
5.4.1	Confirm Movement Clearances									x				x	
	PHASE 2: Move to/Act at POE														
6	**Assemble & Marshal Forces**	0	8	8	1	8	8	8	0	4	0	1	0	8	8
6.1	Assemble Personnel & Cargo		x	x		x	x	x						x	x
6.2	Conduct Unit Inspection		x	x		x	x	x						x	x
	Process Documentation		x	x		x	x	x						x	x
	Load Equipment		x	x		x	x	x		x				x	x
6.2.2	Sequence Load		x	x		x	x	x		x		x		x	x
6.3	Establish Support Org at POE		x	x	x	x	x	x		x				x	x
6.4	Move to POE		x	x		x	x	x						x	x
6.4.1	Conduct Movement Control Ops		x	x		x	x	x		x				x	x
7	**Conduct POE Operation**	0	6	6	0	6	6	6	0	0	0	0	0	6	6
7.1	Arrive & Report Status		x	x		x	x	x						x	x
7.2	Assemble & Sequence Loads		x	x		x	x	x						x	x
7.3	Conduct POE Inspection		x	x		x	x	x						x	x
	Complete Final PAX/Cargo Doc		x	x		x	x	x						x	x
7.4	Load Lift & Report Status		x	x		x	x	x						x	x
7.5	Submit Departure Reports as Req		x	x		x	x	x						x	x
	PHASE 3: POE to POD														
	PHASE 4: JRSOI														
8	**Analyze Mission**	0	0	0	2	0	0	0	1	3	0	3	0	0	4
8.1	Conduct Initial Mission Analysis				x				x	x		x			x
8.2	ID JRSOI Support Requirements				x					x		x			x
8.3	ID HN, Contract & Cmd Capability									x		x			x
8.4	Prepare & Send JRSOI Directive														x
9	**Prepare to Receive the Force**	0	0	0	4	0	0	4	0	2	0	0	0	0	0
9.1	Establish Theater Distribution Sys				x			x							
9.2	Coordinate HN & Contract Spt							x							
9.3	Establish Support Organizations				x			x		x					
9.4	Prepare Assembly/Staging Areas				x			x		x					
10	**Conduct POD Operations**	0	0	0	4	0	0	0	0	2	0	0	0	0	0
10.1	Receive Personnel & Cargo				x					x					
10.2	Process Personnel & Cargo				x					x					
10.3	Move to Staging Area				x										
10.4	Conduct Mvmt Control Operations				x										
11	**Confirm Deployment Data**	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.1	Validate TPFDD Mvmt Req														
11.2	Recommend TPFDD Changes														
12	**Prepare the Force**	0	0	0	1	0	0	0	0	0	0	0	0	6	0
12.1	Establish C2, Security, Unit Area													x	
12.2	Report Status													x	
12.3	Coordinate Support Requirement													x	
12.4	Assemble & Process Personnel													x	
12.5	Receive Equip, WRM & Supplies				x									x	
12.6	Conduct Trg & Perform Equip Ck													x	
13	**Assemble & Marshal Forces**	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.1	Process Personnel & Cargo														
13.2	Sequence Loads														
13.3	Coordinate Mvmt Security Req														
14	**Onward Movement**	0	0	0	0	0	0	0	0	0	0	1	0	0	0
14.1	Movement to TAA											x			
14.2	Conduct Mvmt Control Opns														
15	**Conduct TAA Operations**	4	0	0	0	0	0	0	0	0	0	1	0	0	0
15.1	Establish C2, Security, Unit Area	x													
15.2	Report Status	x													
15.3	Coord Support Requirements	x													
15.4	Conduct Force Assembly	x										x			
16	**Complete Force Integration**	4	0	0	0	0	0	0	0	0	0	0	0	0	0
16.1	Integrate C4I with Gaining Cmd	x													
16.3	Integrate with CSS	x													
16.4	Conduct FTX & Rehearsals	x													
16.5	Confirm Mission Readiness	x													

Training Tasks and Navy Course Matrix

TAB 1, APPENDIX D

Joint "As-Is" Deployment Process Task Description

1. ANALYZE MISSON:
Core Process Description: Military operations begin with an event, which requires movement of forces to somewhere in the world. This could be no-notice, or planned (i.e. Crisis Action or Deliberate Planning). The process includes courses of action development and selection and ends with orders development and transmission.

1.1 Receive Initial Notification: Lower echelon commands receive informal Notification of impending operations from various sources, including the chain of command.

1.2 Prepare Initial Mission Analysis: Based on early information acquired, planners assess potential scenario developments, mission requirements and courses of action.

1.2.1 Evaluate Deployed Location Requirements, Capabilities, and Available WRM: Planners collect intelligence on theater terrain, weather, infrastructure and prepositioned equipment/supplies.

1.2.2 Review Installation Capabilities and Support Requirements:
Deployment installations assess OPTEMPO, movement requirements, facilities, equipment and task organization to support.

1.3 Receive Warning Order: Lower echelon headquarters receive order from chain of command.

1.4 Receive TPFDD Guidance: Supported CINC tailors basic TPFDD LOI as necessary to plan and execute specific mission. Force providers add guidance to subordinate headquarters as necessary.

2. STRUCTURE FORCES:
Core Process Description: A critical step in planning military operations is to identify all forces required to meet the mission. Force structuring includes establishing the command structure, tasking assigned forces (including Active and Reserve Component or other assigned forces) and ends with a defined force to accomplish mission objectives.

2.1 Source, Tailor, and Prioritize Force Structure and Size: Force providers identify the right units to fill CINC/STF/component force requirements. As planning parameters are passed, deploying unit's task organizes to meet mission requirements. Task organization and concept of force flow drive additional tailoring with respect to selection of equipment to flow by air vs. sea. CINC/SI~F/components prioritize force flow within the overall structure based on operational needs and strategic lift limitations.

2.2 Establish Command Relationships as Required: JCS confirms supported/supporting CINC/agency relationships by message for a given operation.

2.3 Develop Deployment Data: Supported CINC/JTF/components develop planning guidance in coordination with counterparts. Force providers pass the guidance along with additional reporting guidance to

3. REFINE DEPLOYMENT DATA:
Core Process Description: Force structure must be further described in terms of deployment data to facilitate logistics planning, movement and sustainment. Usually the result of this process is the development of the Time Phased Force Deployment Data (TPFDD). The TPFDD translates operational requirements into logistics terms (i.e. how much, when and where) to deploy and prioritize the flow of the force into the theater.

3.1 Validate Accompanying Supplies: Ensure unit vehicles and shipping containers are reflected in the Deployment Equipment List @EL) to identify planned accompanying supplies.

3.2 Submit Deployment Data: Installations transmit DEL data to higher HQ for JOPES update, to MTMC for surface movement planning, aircraft load plans to TACC and requests for CONUS movement requirements using Defense Transportation System procedures.

3.2 Validate Lift Requirements: After JCS execute/deployment order is published, force providers validate TPFDD sourcing data, a preferred port of embarkation and ready/available to load dates. Validation lead times are specified in the TPFDD LOI.

3.3 Receive Supported CINC-approved TPFDD: Supported CINC chain of command validates TPFDD force requirements, strategic leg deployment modes, preferred ports of debarkation (POD) and POD earliest/latest arrival dates. Validation lead times are specified in the TPFDD LOI.

4. PREPARE THE FORCE (PERSONNEL/SUPPLIES/EQUIPMENT)
Core Process Description: Multiple actions, events and activities must be accomplished to get the force ready to deploy. Planned requirements (represented by the TPFDD) are communicated to tasked units and supporting functions, which take actions to prepare and organize the actual people, supplies and equipment for movement. This process also includes getting support organizations prepared to conduct deployment operations.

4.1 Activate Deployment Support Organizations: Operational/Logistics activities task organize to meet timelines for unit deployments.

4.2 Identify Containers, Flat Racks, MIIE-, CHE-, and Local Transportation Requirements: Supporting activities receive container/4631 pallet requirements, assess capability to provide and determine handling material equipment requirements to move containers and pallets from storage sites to unit areas.

4.3 Identify and Fill Shortfalls: Units identify personnel/equipment shortfalls against authorizations or mission requirements. Support activities take necessary actions to fill verified shortfalls.
4.4 Conduct Movement and Coordination Meeting: Commands at all levels conduct IPR's to review planning/execution status.

4.4.1 Identify and Task Support Requirement: Task support elements to enhance deploying unit readiness and support movement preparation.

4.5 Develop Initial Load Plans: Based on notional rail/truck and/or aircraft, develop load plans with initial DEL.

4.6 Provide Support as Required: Self-explanatory.

5. SCHEDULE MOVEMENT:
Core Process Description: Movement scheduling is an iterative process at every level of supported and supporting commands in order to get the right people, supplies and equipment to the right place at the right time.

5.1 Receive Strategic Movement Schedules: When TRANSCOM component commands receive validated TPFDD requirements; strategic lift assets are scheduled to meet required time lines.

5.2 Receive MTMC Port Calls: As strategic sealift schedules are being developed, units/installations receive MTMC Area Command call forward messages directing movement to seaports of embarkation in designated windows. This is a tool to enable area commands to regulate the flow of cargo through the ports.

5.3 Assess Lift Schedule: Deployer's assess ability to meet strategic lift schedules and theater managers assess strategic lift schedule ability to meet warfighters time lines and plan reception staging and onward movement integration.

5.4 Build Publish Schedule of Events: Self-explanatory

5.4.1 Confirm Movement Clearances: Self-explanatory

6. ASSEMBLE AND MARSHAL FORCES:
Core Process Description: Assembly and marshaling involves bringing together people, supplies and equipment in preparation for final movement. Support functions are established and positioned to expedite and control the movement and throughput of the force through the deployment pipeline.

6.1 Assemble Personnel & Cargo: Personnel assemble at makeshift holding areas such as auditoriums or gymnasiums and equipment is marshaled to prepare for convoy operations, rail/commercial truck loadout.

6.2 Conduct Unit Inspection, Process Documentation, and Load Equipment:
Personnel records are checked for soldier deployment readiness and personnel manifest information is developed. Equipment documentation is married up with equipment; labels/placards and packing lists are applied. Convoy clearance requests are processed and approved.

6.2.1 Sequence Load: Equipment for airlift is sequenced for movement to APOE. Equipment for convoy, rail and commercial truck loadout is also sequenced.

6.3 Establish Support Organizations at POE: Army provides Port Support Activities at sea ports of embarkation. Services provide ADACGs at aerial ports.

6.4 Move to POE: Conduct convoy operations. Load rail cars/commercial trucks and issue government bills of lading.

6.4.1 Conduct Movement Control Operations: Self-explanatory.

7. CONDUCT POE OPERATIONS:
Core Process Description: Port operations begin the strategic leg of the deployment pipeline. Essential actions are accomplished at the POE to complete and finalize all unit movement responsibilities. The result is the load and launch of the strategic conveyance. Critical information is provided to Command and Control and forward Support elements, to facilitate efficient onward movement of the force to the Port of Debarkation.

7.1 Arrive and Report Status: Port operator's in-check personnel/equipment and provide SITREPS as required.

7.2 Assemble and Sequence Loads: Chalks, convoys, trains and commercial trucks arrive and equipment is staged.

7.3 Conduct POE Inspection and Complete Final PAX/Cargo Documentation: Self-explanatory

7.4 Load Lift and Report Status: Self-explanatory

7.5 Submit Departure Reports as Required: Self-explanatory

Joint Force Reception, Staging, Onward Movement, and Integration (JRSOI)

8. ANALYZE MISSION: (To be published by JDD)

8.1 Conduct Initial Mission Analyze:

8.1.1 Identify JRSOI Support Requirements:

8.1.2 Identify HN, Contract, & Command Capabilities:

9. PREPARE TO RECEIVE THE FORCE: (To be published by JDD)

9.1 Establish & Orient Theater Distribution System:

9.2 Coordinate HN &Contract Support:

9.3 Establish Support Organizations:

9.4 Prepare Areas to Assemble & Stage Forces:

10. CONDUCT POD OPERATIONS:
Core Process Description: The deploying force will arrive in the theater at APODs and SPODs. Reception is the process of expeditiously off loading, marshaling, and transporting equipment, personnel, and materiel to complete the strategic deployment phase to a sea, air, or surface transportation point of debarkation (POD). Reception operations at the POD include all those functions necessary to receive and clear unit personnel and equipment through the POD.

10.1 Receive **Personnel and Cargo:** Personnel and cargo are off loaded at terminals. The support organization analyzes in-transit visibility data to determine how and where the arriving personnel and cargo are to be moved to appropriate holding areas. Status reports are provided to higher headquarters. The units are advised of the general situation and may be tasked for personnel to work on various work parties (i.e. drivers for off loading, PSA, security, cargo off load, etc.).

10.2 Process Personnel & Cargo for Movement & Prepare Documentation: Personnel and cargo are received and processed for movement. Unit personnel and cargo may move on unit equipment and/or common user transportation. Appropriate documentation is prepared for subsequent movement.

10.3 Move to SA: Unit personnel and cargo will usually move to an SA. In some situations unit personnel and cargo may move directly to the TAA. If movement is to a SA, preparations begin there for onward movement to the TAA. In certain instances, the POD, SA, and TAA may be collocated.

10.3.1 Conduct Movement Control Operations: Movement control elements coordinate, monitor, and report movement in accordance with movement instructions. The movement control system also establishes procedures with host nation, commercial contractor, and allied forces on the use of available transportation resources.

11. CONFIRM POD OPERATIONS: (To be published by JDD)

11.1 Validate TPFDD Movement Requirements:

11.2 Recommend TPFDD Changes:

12. PREPARE THE FORCE: (Personnel, Equipment, & Supplies)
Core Process Description: Units arrive at the SA and begin preparations for movement to the TAA. Staging is the assembling, temporary holding, and organizing of arriving personnel and materiel into units and forces, and preparing them for onward movement and tactical operations. Support activities in the SA provide life support until units become self-sustaining. In the SA, C2 organizations are stood up to monitor status, receive reports, prioritize movement, provide local security, monitor throughput of subordinate units, and forward status to higher headquarters. The force is prepared for movement to the TAA. Equipment and cargo including WRM are received, accounted for, and distributed. Units prepare for onward movement by assembling, processing and accounting for personnel; performing maintenance and operations checks on equipment, and developing load plans for movement from the SA to TAA. When the unit has received its movement mission, adequate intelligence, and is task organized in accordance with command guidance, it makes final movement preparations and departs the staging area.

12.1 Establish C2, Security & Unit Area: C2/CP operations are established and liaison elements are sent to higher, adjacent, external, and subordinate organizations as the mission requires. C2 is established with higher headquarters, and units maintain close coordination with higher headquarters as they make final preparations. Units ensure that security operations are established IAW the security plan.

12.1.1 Report Status: Units continuously monitor the status of preparation in key operational and logistical areas as they prepare for the mission and report status to higher headquarters. Movements and the status of units and forces should be reported from all nodes where JRSOI operations are being conducted.

12.2 Coordinate Support Requirements: Coordination is established with the SA support activities to provide logistics support and services.

12.3 Assemble & Process Personnel: Units prepare for onward movement by assembling, processing, and accounting for personnel. Personnel are accounted for and processed IAW command guidance, JRSOI directives, and unit SOP. Units are task organized to execute the mission based on CINC guidance and the operational environment.

12.4 Receive Equipment, WRM, and Supplies: Units receive their equipment, equipment augmentation, WRM, and supplies as required. Equipment, cargo, and supplies are received, accounted for, and distributed in accordance with the logistics guidance. Units perform maintenance and operational checks on equipment.

12.5 Conduct Training & Perform Equipment Operability Checks: Training is conducted in key mission essential tasks. Equipment is checked to ensure that it is combat ready and mission capable.

13. ASSEMBLE AND MARSHAL FORCES:
Core Process Description: Assembly and marshaling involves bringing together people, supplies, and equipment in preparation for onward movement. Onward movement is the process of moving units and accompanying materiel from reception facilities and marshaling or staging areas to tactical assembly areas or other theater destinations, moving arriving non-unit personnel to gaining commands, and moving arriving sustainment materiel from reception facilities to distribution sites. Support functions are established and positioned to expedite and control the onward movement of the force to the TAA.

13.1 Process Personnel & Cargo for Movement & Prepare Documentation: Load plans are developed and checked to ensure that essential equipment and supplies can be transported. External movement requirements are identified and movement requests are submitted.

13.1.1 Sequence Loads: Loads are sequenced to ensure the most efficient use of available transportation assets. Safety and security of the force are also considered when making decisions during sequence planning.

13.2 Coordinate Movement Security Requirements: Units ensure that security operations are established IAW

the security plan and monitor the movement.

14. Onward Movement:
Core Process Description: The unit moves to the TAA in accordance with movement and security instructions.

14.1 Move to TAA: Units depart staging area for the TAA.

14.1.1 Conduct Movement Control Operations: A Movement Control Element coordinates movement requirements with the security force and confirms that movement clearances have been approved. Departure, enroute, and arrival statues are monitored and reported.

15. CONDUCT TAA OPERATIONS:
Core Process Description: The TAA is a location designated by the CINC where units will transfer authority to their gaining commands, and from which they can be integrated into the force and be tactically employed. Units arrive at the TAA and continuously monitor the status of preparation in key operational and logistical areas as they prepare for the mission. Coordination is also made for TAA security operations. Unit reports to higher headquarters ready for operations when JRSOI operations are completed.

15.1 Establish **C2, Security, & Unit Area:** C2/CP operations are established and liaison elements are sent to higher, adjacent, external, and subordinate organizations as the mission requires. C2 is established with higher headquarters, and units maintain close coordination with higher headquarters as they make final preparations

15.1.1 Report **Status:** Units continuously monitor the status of preparation in key operational and logistical areas as they prepare for the mission and report status to higher headquarters. Movements and the status of units and forces should be reported from all nodes where JRSOI operations are being conducted.

15.2 Coordinate Support Requirements: Coordination is established with the TAA support activities to provide logistics support and services.

15.3 Conduct Force Assembly & Accountability: Units perform a final unit assembly accountability of equipment, supplies, and personnel and report status to the gaining command.

16. COMPLETE FORCE INTEGRATION:
Core Process Description: Integration is the process of establishing force projection units into coherent operational units under the command and control of the supported CINC. The JRSOI process ends when the unit commander has reported ready for operations, and the unit integrates with its higher headquarters. The unit is integrated with logistics and operational components of the gaining command and completes any final command directed training and activities before being committed to missions.

16.1 Integrate C4 with Gaining Command: C4 is completely integrated between the gaining command, supporting commands, units, JRSOI organizations and commanders at all levels to facilitate the timely and accurate exchange of critical information. The receiving commander must establish positive command and control over the arriving unit in the TAA.

16.2 Integrate with CSS: The unit establishes direct support relationships with various support elements in the CSS structure to include supply, services, maintenance, and medical.

16.3 Conduct FTX & Rehearsals: Units conduct FTX's and rehearsals as part of final training preparation.

16.4 Confirm Mission Readiness: Commanders report their unit's status IAW the readiness criteria established by the CINC and confirm when ready to execute their assigned missions.

TAB 2, APPENDIX D

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DEPLOYMENT EDUCATION & TRAINING COURSE CATALOG

F-1 ADVANCED STUDY OF AIR MOBILITY. This is a 13-month program including an accredited Air Force Institute of Technology (AFIT) master's program designed to build core competency in every aspect of the global reach mission. This intensive curriculum involves 45 graduate credit hours and a graduate research project. It also incorporates existing courses taught at the Air Mobility Warfare Center such as the Air Mobility Operations Course, AMWC Combat Aircrew Tactics Training Course, AMWC Computer-Aided Mission Planning Systems Course, DIRMOBFOR Course, as well as visits to and seminars at the Space Warfare Center, the Information Warfare Center, and the Weapons and Tactics Center. The program also involves TDY to overseas locations for allied air mobility orientation. Graduates receive a fully accredited "Master of Air Mobility" degree from AFIT.

F-2 AIR COMMAND AND STAFF COLLEGE. ACSC educates mid-career officers to lead in developing, advancing, and applying air and space power in peace and war. The college's resident curriculum emphasizes the analytical and practical tools students will need as future military leaders. This book-based curriculum explores the works of many great thinkers and strategists—military and civilian. The students begin their studies by addressing the large conceptual issues of air campaigning and end with a practice allowing the students to apply their knowledge of air and space power in a practical application. This challenging educational environment is enhanced by advanced technology including a combat applications facility that provides students an understanding of space capabilities. Also, a demanding research program fosters teamwork and team building between faculty and students and between students. The faculty helps students reach new levels of creative, analytical thought and a deeper understanding of the requisites of command and the application of air and space power. The core curriculum addresses joint operations from the Air Force perspective in support of Phase I of the Program for Joint Education (PJE).

F-3 AIR MOBILITY OPERATIONS COURSE. Education for individuals responsible for effectively integrating and employing the global air mobility process. Course defines air mobility capabilities and components of the air mobility process that planners, executors, and users must consider in conducting airlift and air refueling operations. Stresses how AMC, as the global reach arm of the Air Force, employs air mobility strategy and doctrine in support of US national defense objectives. Hands-on exposure to crisis planning and air mobility concepts is provided during the last week of the course.

F-4 AIR TRANSPORTATION APPRENTICE. Trains personnel in the techniques, functions, responsibilities, and duties pursuant to air cargo and air passenger handling. Instruction incorporates training on both manual and automated cargo, mail, and passenger processing systems. Covers originating, in-transit, and terminating cargo and passenger processing operations; storage and warehousing of general cargo, mail, and hazardous material; aircraft loading and off-loading procedures for cargo, passengers, and baggage; originating, in-transit, and terminating aircraft fleet services operations; scheduling of cargo and personnel for air movement, and principles of customer relations and communications are introduced. Includes preparation and maintenance of records for all cargo and passenger movement activities. Operator maintenance and inspection of 463L material-handling equipment (MHE), and passenger/baggage-handling equipment is introduced.

F-5 AIR TRANSPORTATION CRAFTSMAN. Includes creating an air terminal; establishing passenger and cargo terminals; developing records and reports section to include publications, documentation of records and records maintenance; preparing training and deployment plans to include deliberate, joint, and operational planning, as well as status of resources and training system (SORTS); creating facility justification and resource management and accounting systems; detailing airlift roles in peacetime and wartime; managing manpower and personnel processes to include unit manpower document (UMD) and unit personnel management roster (UPMR); planning, funding, and coordinating of facilities; preparing airdrop missions; and writing transportation awards.

F-6 AIR TRANSPORTATION MANAGER (ATM) COURSE. Prepares selected officers and NCOs for management positions in AMC-owned and -operated air terminals. Training includes familiarization with all aerial port management functions including the management of budget and resources, unit manpower, and civilian

personnel. Detailed instruction is provided in mobility operations. Strong emphasis is placed on upgrading overall career field knowledge through instruction in contracting, vehicle management, records management, passenger and cargo movement management, Air Reserve Component and terminal security. Graduates will have a distinct advantage over non-graduates when transitioning from aerial port supervisors to aerial port managers.

F-7 AIR WAR COLLEGE. Focus is on developing senior officers who are able to think strategically, critically, and analytically. In doing so, the College will better prepare these officers to deal with both current and future environments as they relate to the effective employment of air and space forces--with emphasis on joint and combined operations--in support of US national security interests. The overarching areas of leadership, airpower, strategy, and joint operations guide instructional blocks dealing with, for example: conflict and change, and what drives nations to make war or peace; military history, doctrine, strategy, and airpower, and their tie to the evolution of war and operations other than war; national and international security issues and relationships, and the strategic policy decision-making processes used to address such issues; the effective employment of an integrated joint forces team to bring the military arm of national power to bear in winning our nation's wars; and the moral and ethical implications and accountability required of leadership to responsibly and effectively lead large and complex organizations in the dynamic, strategic environment of today and tomorrow. Elective studies and regional field studies are a large part of the curriculum and are student tailored to cover areas of high interest and importance to future senior leaders. The curriculum meets requirements and guidelines for Phase I Joint Professional Military Education (JPME). Active duty Air Force and other US military service officers as well as officers of the Guard and Reserve forces, select international officers, and civilians from US government departments and agencies may attend.

F-8 BASIC TRANSPORTATION OFFICER. Student will be trained on major historic events of transportation; national, DoD, and Air Force transportation policies; public law; organizational structures; relationship between base functions; correlation of the responsibilities of the customer to the management of terminals, vehicle operations, and vehicle maintenance; and acquisitions and budgeting processes. In addition, the student will work with manpower documents and transportation career progressions, will be able to use publications, participate in classroom mobility exercises, review latest transportation current events, define hazardous communications, and will be able to define environmental compliance and apply OPSEC to how it relates to the transportation officer.

F-9 CARGO OPERATIONS AND SYSTEMS. Provides supplemental training in the knowledge and skills necessary to perform air cargo duties in AMC-owned and -operated cargo terminals, with additional familiarization training on the Remote Consolidated Aerial Port Subsystem (RCAPS). Training prepares students for duty within various aerial port work centers, such as the Air Terminal Operations Center (ATOC), cargo processing, and special handling sections. Subjects include command/port structure, automated systems, MILSTAMP, special/hazardous cargo, mission/load planning, center of balance, roller limitations, air inbound processing, and data base management. Students are trained to the intermediate task knowledge and performance level (some hands-on training).

F-10 CE CONTINGENCY OPERATIONS COURSE. Provides background in air mobility systems, details global reach laydown concepts. Discusses deployment, force beddown, sustainment, redeployment, and air base operability at bare base and austere airfields. Details the contingency planning methodology, equipment, and procedures to support air mobility airfield operations.

F-11 COMBAT AIR PLATFORM EMPLOYMENT SEMINAR. Trains selected unit tacticians, aircrew instructors, and intelligence specialists in planning and application of updated air platform employment and tactics. Provides training in advanced topics in aircraft systems, defensive maneuvering, crew coordination, threat capabilities and recognition, adversary radar and electronic warfare and conventional operations. Students evaluate threats, plan employment/deployment of combat aircraft, plan route layouts, analyze tactics, and crew procedures during comprehensive employment exercises.

F-12 COMBAT CASUALTY CARE COURSE. A leadership development course designed to prepare senior medical department officers (Lt Col and Col) to function in leadership roles in the operational environment of a

deployed Echelon III combat health support facility. The instruction provides these officers with an awareness of overall joint medical planning and deals with critical areas of concern for those who are responsible for the administration of such facilities. The learning objectives focus on leadership development and include block didactic presentations in joint medical planning, deployable medical assets, medical evacuation and regulation, logistical support and command and control. The large didactic blocks, presented in the mornings, then flow into the combat health support exercise conducted during the afternoon sessions. This exercise is done with small groups of 10 officers. The designated leader of each group then gives a "brief" at the end of the daily exercise to a flag or general officer. Other specific topics include what an operational Echelon III medical commander needs to know about predeployment planning and training, family support mechanisms while deployed, nuclear, chemical and biological warfare, combat psychiatry, the UCMJ, public affairs, terrorism, weapons threats, and a presentation from AFMIC.

F-13 COMBAT LOGISTICS. Wright Patterson and onsite/2 wk/MASL D178144—Oct 96 Discusses the roles and responsibilities of the logistics manager in war and in operations other than war (OOTW). Focuses on how logistics contributes to war and OOTW efforts and introduces students to combat logistics planning, strategies, and contingency procedures that will likely be implemented in wartime and contingencies. Subjects include logistics in wartime; lessons learned in recent conflicts; analysis of overall combat environment; and current procedures and concepts including depot surge, aircraft battle damage repair, logistics command and control, prepositioning, and joint logistics support concepts. Explores the interaction between planning for logistics support and the JOPES deliberate planning and crisis action planning system. Students complete a simulated force-planning process including transportation feasibility estimates and shortfall resolution. Concludes with an examination of near-term logistics systems and the logistics environment of the future battlefield.

F-14 CONTINGENCY WARTIME PLANNING COURSE. Instructs Air Force war planners in grades SSgt through Lt Col and civilian equivalents the basics of Air Force planning. Personnel assigned or en route to an 'R' prefix position or a staff war planning position in any functional area from base to Air Staff level may attend this 3-week course. CWPC is one of the formal courses identified by the Air Staff as a prerequisite for the award of the "R" prefix. The curriculum consists of five blocks of instruction covering the following aspects of planning: players, resources, plan development, execution, and analysis. It includes important features of the Planning, Programming, and Budgeting System (PPBS), the Joint Strategic Planning System (JSPS), and the joint planning process; emphasizes Air Force 10-series publications, the Joint Operation Planning and Execution System (JOPES) volumes, and the USAF War and Mobilization Plan (WMP); deals with Time-Phased Force and Deployment Data (TPFDD), the Joint Deployment System (JDS), and the Contingency Operation/Mobility Planning and Execution System (COMPES); contains a series of exercises designed to reinforce academic presentations. The exercises address such topics as force selection, support planning, OPlan development, and base support planning.

F-15 HAZARDOUS MATERIALS INSPECTOR PREPARER. Provides verification training for selected DoD military and civilian personnel to prepare hazardous material shipments for transport via military air, commercial air, rail, motor, and water modes. Personnel enrolled will demonstrate knowledge and skills in packaging requirements and procedures for marking, labeling, placarding, certification, and compatibility requirements. This course meets the formal (refresher) training requirement for preparers of hazardous materials according to AFM 24-204J. Authorizes personnel to certify the shipper's certification on government bills of lading and provides training to complete and certify legally binding certification documents (i.e., Shipper's Declaration for Dangerous Goods, and shipper's certification for military air) for shipments of hazardous materials according to DOT, commercial, and military publications.

F-16 INTERMEDIATE WARTIME CONTINGENCY (IWC) COURSE. Provides supplemental training in the knowledge and skills necessary to perform aerial port duties during deployments and contingencies. Training helps prepare students for duty as joint inspectors. Subjects include familiarization with base mobility operations, deployed movement operations, departure and arrival airfield operations, engine running on- and off-loads, installation deployment plan, cargo preparation procedures, center of balance, restraint, hazardous cargo, military and civilian aircraft, contingency load planning, computer-aided load manifesting (CALM) system, and joint

inspection. Students are trained to the intermediate task knowledge and performance level (some hands-on training).

F-17 INTRODUCTION TO LOGISTICS. Wright-Patterson/2 wk/MASL D178205—Oct 96 Prepares Air Force personnel for entry into logistics career fields. Provides a core of knowledge to which subsequent formal education and training programs can be keyed for progression of the logistician. Provides a conceptual overview of Air Force logistics and its environment including organizations, planning, integration of logistics systems, functions, principles, processes, and issues. Presented as a series of lectures, discussions, small group activities, and exercises.

F-18 JOINT SPECIAL OPERATIONS PLANNING WORKSHOP (JSOPW). Conducted by USAFSOS/EDOO at Hurlburt FTD FL. Provides planners with an overview of the DOD procedures, structure, and elements of crisis response in a special operations environment. Provides selected military officers and US government civilian employees with the principles and techniques required to plan for the deployment, employment, and redeployment of special operations forces.

F-19 LOGISTICS PLANS AND PROGRAMS OFFICER. Trains personnel in the duties and responsibilities of the retail logistics plans and programs officer/civilian in an operational wing. Includes an introductory block that describes Air Force combat support doctrine, the relationship of logistics planning to other logistics disciplines, and the logistics planner's role in the acquisition/wholesale environment. A programming block addresses support agreements and war reserve materiel (WRM) management. The planning block describes joint operation and base support planning with emphasis on developing logistics inputs. The deployment block addresses aspects of deployments, to include workcenters, training, plans development, schedule of events, employment, and sustainment and redeployment. A block on the Contingency Operation/Mobility Planning and Execution System provides hands-on computer training for managing LOGMOD-B at base level.

F-20 LOGISTICS PLANS APPRENTICE. Trains personnel on the duties and responsibilities of the retail level logistics plans and programs NCO at the operational wing. Includes an overview of the logistics plans career field; the relationship of logistics planning to other major logistics disciplines; the programming functions of logistics, to include support agreements and war reserve materiel; wing level logistics planning and base support planning; all aspects of the Air Force mobility program to include a mobility exercise; and Contingency Operations/Mobility Planning and Execution System (COMPES). Throughout the course, practical application of knowledge is applied to include performance exercises and written tests.

F-21 LOGISTICS PLANS CRAFTSMAN. Trains personnel (AFSC 2G051) in the knowledge and skills needed to perform logistics planning functions. Includes deliberate planning, crisis action planning, war reserve material (WRM), support agreements, base support planning, and deployment planning.

F-22 LOGISTICS PLANS OFFICER. Trains crossflow personnel in the duties and responsibilities of the retail logistics plans officer or civilian in an operational wing. Includes introduction to logistics, US Air Force publications, related specialties, joint logistics, OPSEC, logistics doctrine and strategic planning. Strategic planning includes introduction to joint planning, joint planning systems, Air Force planning, MEFPAK system, OPlan format. Base-level planning includes time-phased force and deployment data, base support planning, logistics planning and operations. Deployment ADPE includes ADPE systems, LOGFOR, and LOGPLAN. Programs include US Air Force war reserve materiel, support agreements. Deployment includes introduction to deployments, DCC operations, deployment training, installation guidance, schedule of events, disseminating information, and deployment exercises.

F-23 MANPER-B SYSTEMS COURSE. Teaches Air Force personnel to operate the contingency operations/planning and execution system (COMPES), manpower and personnel base level (MANPER-B) computer system-a component of the Air Force Command and Control System (AFC2S). Trains personnel in AFSCs 36XX, 38XX, and 3SXXX on all the functional capabilities of MANPER-B to support deliberate planning, mobility management, OPlan execution, deployment processing and Air Force personnel accountability/reporting requirements, and force management.

F-24 OPERATIONAL ANALYSIS (M.S.). Prepares military officers with operational backgrounds to conduct analysis relating to the planning, deployment, and employment of military forces. The program focuses on providing students with a strong foundation in the techniques and methodology of quantitative analysis. Areas of study include probability and statistics, mathematics, deterministic and probabilistic operations research, and simulation. The program also includes an emphasis on the sciences of military analysis. Subjects covered include weapons effects, communications for command and control, electronic warfare, modeling of mobility systems, and issues in operational analysis. The recommended career fields for use of these graduates are air operations, intelligence, and the commander and director specialties although other Air Force career fields may also be appropriate. Positions suitable for graduates are those requiring both operational experience and quantitative analytic capabilities.

F-25 PASSENGER OPERATIONS AND SYSTEMS. Provides supplemental training in the knowledge and skills necessary to perform air passenger terminal duties in AMC-owned and -operated passenger terminals with additional familiarization training on the Remote Consolidated Aerial Port Subsystem (RCAPS). Prepares students for duty within various air passenger terminal workcenters, such as passenger processing, passenger service center, passenger ground services, and baggage. Subjects include command structure, passenger support, customer relations, automated systems, travel eligibility, terminal briefings, passenger registration, flight setup, baggage services, passenger comfort, border clearance, flight processing, anti-hijacking, funds management, mishandled baggage, and data records. Students are trained to the intermediate task knowledge and performance level (some hands-on training).

F-26 SILVER FLAG EXERCISE SITE CERTIFICATION. Provides crew task certification free from home station constraints. Prime base engineer emergency force (BEEF) and Prime Readiness in Base Services (RIBS) core crews train, practice, and are certified on contingency operations in a realistic environment for rapid deployment anytime, anywhere. The explosive clear zones, airfield pavement, facilities, equipment, and qualified cadre are located at the site so teams can train in actual contingency tasks under realistic conditions using the same hardware they would have in real world operations. Focuses on preparing crews and individuals to perform both beddown and base recovery tasks. Students are grouped by functional area (technical specialty) into crews for specialized training and task evaluation. Students will see the big picture when they participate in the beddown and base recovery exercises. Selected tasks are included in the exercises to show how the functional areas work together. Certain tasks require a specific performance standard be achieved under given conditions and resources. At the conclusion of the deployment, successful students are considered certified. Units will receive a letter naming all of the individuals in the unit who were certified that week. Certification is valid for 30 months from the date of successful completion of the curriculum.

F-27 TRANSPORTATION COMBAT READINESS AND RESOURCES. Training in base level transportation combat readiness and resources functions. The course centers on understanding and implementing combat readiness responsibilities and supporting contingency activities within transportation units. Includes basic functions and responsibilities, wartime and contingency planning concepts, deployment operations, and resource management, to include war reserve materiel, resource management accounting systems, manpower and personnel process, and facility planning. practical performance areas.

F-28 TRANSPORTATION MANAGER. Prepares selected officers and NCOs for management positions in AMC-owned and -operated air terminals. Training includes familiarization with all aerial port management functions including the management of budget and resources, unit manpower, and civilian personnel. Detailed instruction is provided in mobility operations. Strong emphasis is placed on upgrading overall career field knowledge through instruction in contracting, vehicle management, records management, passenger and cargo movement management, Air Reserve Component and terminal security. Graduates will have a distinct advantage over non-graduates when transitioning from aerial port supervisors to aerial port managers.

F-14.1 DIRECTOR OF MOBILITY FORCES SEMINAR. Course prepares selected senior officers to manage, monitor, and coordinate Air Mobility forces deploying in support of a contingency, war, natural disaster,

humanitarian relief operation or JCS/command specific exercises. Courseware stresses how USTRANSCOM and AMC as the Global Reach arm of the Air Force, employs air mobility assets in support of these operations. The course emphasizes command relationships, command and control concepts, hands-on interface with communication systems (Fixed/deployed) and other topics directly supporting the DIRMOBFOR. The course also has a CAPSTONE type exercise (1 - 2 days) and direct interface with support personnel and past DIRMOBFORs, highlighting problems encountered and their solutions, from previous operations. Graduates receive the DIRMOBFOR handbook, a general reference guide and initial activities check-list.

F-26.1 SQUADRON OFFICERS SCHOOL. Professional military education for Air Force officers begins with Squadron Officer School. Captains build the foundations for their careers in four curriculum areas: officership, air and space power, leadership tools and applications. They develop skills, techniques and attitudes to better serve as leaders and mid-level supervisors in the Air Force. The academic curriculum is presented through readings, lectures and seminars. The field leadership program uses a spectrum of competitive activities to develop students' leadership techniques and problem solving skills in a pressure-packed environment. Classes are seven weeks long with an enrollment of over 700, including 25 civilians in each class. Three courses each year include international officers. With six classes each year, more than 3,800 students attend this course annually.

A-1 AIR DEPLOYMENT PLANNING COURSE (ADPC). To provide selected personnel from all four military services (active and reserve) and DoD civilians with a working knowledge of planning, organizing, and conducting unit air movements training and/or operations. Course graduates receive a 2 year air load-planning certification. Description: Instruction for personnel on the responsibilities of unit air movements; strategic airlift operations overview; automated air movement documentation systems; hazardous cargo by air; planning operations and manifesting; preparation of equipment and personnel; 463L pallet cargo system; weighing; marking and determining C/B of cargo; joint inspection; loading and restraint fundamentals; A/DACG procedures; aircraft characteristics and limitations; marshaling and staging procedures; civil reserve air fleet; marshaling safety; aircraft configurations; unit air movements planning; and air loadout procedures. Throughout the course, students participate in numerous practical exercises and hands-on training to reinforce learning objectives. Audience: 01-04; WO's; E4 and up; DoD civilians.

A-2 BASIC FREIGHT TRAFFIC COURSE. To provide students with the skills associated with the Department of Defense freight program. It covers transportation operating agencies, installation transportation officer functions; motor, rail, water, and air carrier industries; tariffs/tenders; routing; commercial freight documentation; transportation security; hazardous cargo; loss and damage; detention and demurrage; the carrier performance program; and the fundamentals and operation of the Transportation Coordinator-Automated Command and Control Information System (TC-ACCIS) freight module.

A-3 COMBINED LOGISTICS OFFICER ADVANCED COURSE. To prepare Transportation Corps officers for command at unit level and for staff assignments at battalion or comparable levels, with emphasis on the exercise of command at unit level; to develop managerial skills; to provide a foundation for continued education and for officer professional development in the fields of transportation and combat service support; and to provide a basis for practical and theoretical aspects of command, including leadership, management, logistics, transportation, communicative skills, and strategic mobility planning

A-4 COMPUTERIZED DEPLOYMENT SYSTEM COURSE. To train selected personnel to operate the computerized deployment system (CODES) and provide load planning on the micro-computer system. CODES will support the Military Traffic Management Command (MTMC) crisis deployment requirements in peacetime.

A-5 DA MOVEMENT MANAGEMENT SYSTEM COURSE. To provide selected personnel with knowledge and skills to be operators of the DAMMS-R software, an information management system that assists transportation managers to control and allocate common user land transportation assets in a theater of operations. It is used by transportation planners, movement managers, mode operators, traffic controllers, trans-shippers and unit movement personnel. It is both a logistic and command and control system that is deployed in the European Theater and to Korea at division, corps and theater level.

A-7 DEFENSE (REFRESHER) PACKAGING OF HAZARDOUS MATERIALS FOR TRANSPORTATION COURSE. The course reviews the regulations governing the packaging and certifying of hazardous materials for all modes of transportation. It includes the reconsidering of requirements of 49 CFR, Parts 107 and 172-178; International Air Transport Association Dangerous Goods Regulations (IATA); Preparing Hazardous Materials for Military Air Shipments, AFJMAN 24-204/TM 38-250/NAVSUP PUB 505/MCO P4030.19/DLAM 4145.3, Recommendations on the Transport of Dangerous Goods, and International Maritime Dangerous Goods Code. It also reviews the MIL-STD-129 requirements for the uniform marking of military supplies.

A-8 DEFENSE ADVANCED TRAFFIC MANAGEMENT COURSE. To provide further career development for senior staff and supervisory personnel. Each class is designed to address contemporary transportation issues. It includes presentations from Department of Defense agencies, federal agencies, commercial carrier industries, and resident transportation instructors.

A-9 DEFENSE PACKAGING OF HAZARDOUS MATERIALS FOR TRANSPORTATION COURSE. To provide training in the use of regulatory documents for the transportation of hazardous materials. The documents include those that regulate domestic commercial shipments, Code of Federal Regulations Title 49 (CFR-49), international air shipments, International Air Transport Association (IATA) and International Civil Aviation Organization (ICAO); international water shipments, International Maritime Organization (IMO Dangerous Goods Code); and military air shipments, AFJMAN 24-204. Areas of particular study include classification, shipping papers, marking and labeling, placarding, compatibility, as well as containers authorized for packaging of hazardous materials. In addition, the course contains instruction certification requirements.

A-10 DIVISION TRANSPORTATION OFFICER COURSE. To provide selected officers and noncommissioned officers with a working knowledge of transportation and movement control functions within the corps, division, and separate brigade. The course focuses on the functions and responsibilities of the division transportation officer for movement control at the strategic, operational, and tactical levels of war. This includes pre-deployment activities, strategic deployment, reception and onward movement, and employment. The course defines responsibilities and interrelationships of the division transportation officer, installation transportation officer, movement control officer, corps transportation officer, and movement control teams. It includes planning, programming, and allocating transportation assets to fulfill movement requirements and highway regulation.

A-11 HAZARDOUS MATERIALS HANDLING COURSE (SMPT-5) MODES AND DURATION. The course addresses the following topics: recognition of material handling markings; identification of loading and storage groups; recognition of hazard class labels and the results that may happen if a hazardous material is accidentally released; segregation of various classes of hazard according to the published compatibility charts for loading in truck, railcars, and aircraft; neutralization and cleanup of minor spills; emergency measures in case of minor incidents; and the recognition and proper disposition of damaged hazardous material containers.

A-12 INSTALLATION TRAFFIC MANAGEMENT COURSE. To provide students with the skills associated with installation transportation officer (ITO) functions. It is structured to teach at the management level passenger travel, shipment of personal property, commercial freight, hazardous cargo, and military standard transportation and movement procedures (MILSTAMP).

A-13 INTERMODAL DRY CARGO CONTAINER CSC REINSPECTION COURSE. This course provides students with information required to re-inspect intermodal dry cargo containers IAW the Convention For Safe Containers (CSC) Standards. Course content includes survey of CSC test requirements; detailed analysis of re-inspection criteria required by CSC, U.S. Public Law, and Joint Service Regulations; orientation of container structural members; reporting requirements; and re-inspection decal placement.

A-14 LOGISTICS PRECOMMAND COURSE (ALMC-PD) MODES AND DURATION. The course curriculum includes the nature and peculiarities of the mission, installation or facility to be commanded, management of manpower, labor relations and human resources, DOD financial management and funding system,

contract administration at the installation, service and DOD levels, morale, welfare and recreation programs, management information systems and analytical techniques used in the decision making process.

A-15 MILITARY STANDARD TRANS & MOVEMENT PROCEDURES COURSE. To provide students with the basic skills associated with the Department of Defense Military Standard Transportation and Movement Procedures (MILSTAMP) course. It is structured to cover an introduction to MILSTAMP, activity address directories, transportation account codes, shipment planning, transportation control movement document preparation, ocean cargo and air terminal documentation, address marking, shipment tracing, and in-transit data reporting.

A-16 MOBILIZATION/DEPLOYMENT PLANNING COURSE. To train and prepare selected personnel to perform the duties of a mobilization and deployment staff officer at headquarters, Department of the Army, Major Army Commands, Continental United States Armies/State Area Commands or installations.

A-17 OCEAN TRANSPORTATION AND MARINE TERMINAL MANAGEMENT. Course includes material relating to ocean transportation procedures and services, Military Ocean traffic management, marine terminal operations, cargo stowage planning and procedures, and the shipping of hazardous materials by ocean vessel.

A-18 PASSENGER TRAVEL SPECIALIST COURSE. To provide students with the basic skills associated with passenger travel, including travel entitlements, baggage allowances, accommodations, rental cars, routing, port calls, and accountable forms control.

A-19 SHIPLOADING AND STOWAGE COURSE. To train selected personnel in the knowledge and skills necessary to preplan and supervise the loading, stowing, and discharge of a cargo ship.

A-20 STRATEGIC DEPLOYMENT PLANNING COURSE. To provide selected commissioned officers, warrant officers, and enlisted personnel from all four services (Active and Reserve Components), and Department of Defense civilians with a working knowledge of strategic deployment planning of brigade, division, and corps-size units and the C3 systems used for these movements.

A-21 TECHNICAL TRANSPORTATION OF HAZARDOUS MATERIALS COURSE (OS). This course provides personnel from all services detailed technical information pertaining to all phases of transportation of hazardous materials. Course content includes emphasis on International and DOT regulations covering transportation of hazardous materials by all modes. Course materials will include UN POP Marking, labeling, and hazard communications requirements. Compatibility of hazardous materials during transportation is emphasized as is physical security of sensitive arms ammunition and explosives. International regulations covered include the International Maritime Dangerous Goods Code and the International Commercial Air Transport Associations Dangerous Goods Regulations. Students completing this course will fully understand the requirements for shipping hazardous materials by all modes of transportation to include highway, rail, commercial air, military air, and vessel. Satisfactory completion of this course meets the training requirements of para 1.17.4.3, 1.17.4.4, and A28.1, A28.2, and A28.3 of AFJMAN 24-204/TM 38-250, NAVSUP PUB 505/MCO P4030.19F/DLAM 4145.3 and para 33-7 DOD 4500.9R, Defense Traffic Regulation.

A-22 TRANS COORD-AUTO CMD & CONT INFO SYSTEM COURSE. To provide selected personnel with a working knowledge of how TC-ACCIS, an information management and data communication system, automates installation transportation functions and assists unit and installation personnel in preparing for and deploying personnel and equipment in peacetime, crisis, and full mobilization. The system operates from a file server at the installation level and accessed from remote locations by units division and below by microcomputers.

A-23 TRANSPORTATION OFFICER ADVANCED RC COURSE. To prepare Reserve Component (RC) Transportation Corps officers for command at unit level and for staff assignment at battalion or comparable level,

with emphasis on the exercise of command at unit level; and to provide a foundation for continuing education and further professional development**.**

A-24 TRANSPORTATION OFFICER BASIC COURSE. To prepare newly commissioned Transportation Corps officers for duty at the company level with emphasis on the exercise of command as a transportation platoon leader; to improve each individual's communicative, problem-solving, and leadership skills; and to provide a working knowledge of the mission, capabilities, maintenance techniques, and operational procedures of transportation units.

A-25 TRANSPORTATION PRE-COMMAND COURSE. To provide transportation command designees with a review and update of transportation employment; to provide refresher training by transportation specialty; to provide an orientation on contemporary issues regarding professionalism, leadership, and training management; and to provide a working knowledge of the procedures and techniques that may be used in the management of preventive maintenance, supply, and logistics readiness programs and the factors that affect these programs.

A-26 UNIT MOVEMENT OFFICER DEPLOYMENT PLANNING COURSE. To provide selected commissioned officers, warrant officers, and enlisted personnel from all services (Active and Reserve Components), and Department of Defense civilians with a working knowledge of unit deployments and enable them to plan, organize, and conduct unit movements training and/or operations.

A-27 WORLDWIDE PORT SYSTEM COURSE. To provide selected personnel with the knowledge and skills to be functional users of the WPS software and hardware. The course includes operation of the WPS hardware and software by automated cargo detachments and terminal transfer units including cargo documentation and accountability at a military ocean terminal.

A-1.1 ARMY WAR COLLEGE. Study the role of landpower, as part of a unified, joint or combined force, in support of the U.S. national military strategy. Prepares selected military officers and civilians for leadership responsibilities in a strategic security environment during wartime and peacetime. Curriculum focuses on national security and strategy issues, concepts and processes; military strategy, plans and operations; theater level warfare and campaign planning; and command, leadership and management.

A-3.1 COMMAND AND GENERAL STAFF COLLEGE

J-1 FLAG AND GENERAL OFFICER SEMINAR (FGOS). For each participant to gain familiarity with the joint planning process in accordance with the Joint Operation Planning and Execution System (JOPES), and proposed changes to the process. Seminar participants are introduced to the historical development of JOPES and its associated automated support.

J-2 JOPES BASIC OPERATIONS COURSE. Designed for persons new to the joint planning and execution process. Provides general functional training and procedural information on how to conduct joint operation planning and execution using the Joint Operation Planning and Execution System (JOPES) in the Global Command and Control System (GCCS) environment. The course uses discussion, hands-on practice, and practical exercises to underscore JOPES procedures, navigation within system software, hardware configuration, and security procedures. It emphasizes the functions which build and analyze OPlans, force modules, requirements, schedule and manifest carriers, retrieve deployment information, and produce reports, displays, charts, and graphics.

J-3 JOPES SPECIALTY COURSE. A modularized course (up to 6 days in length) designed to provide functional knowledge of how to use the requirements development and analysis (RDA), Joint Flow and Analysis System for Transportation (JFAST), logistics sustainment analysis and feasibility estimator (LOGSAFE), Force Augmentation Planning and Execution System (FAPES), scheduling and movement (S&M), and ad hoc query (AHQ) applications in the Global Command and Control System (GCCS) environment. Students can attend the entire 6-day course or select specific modules for which training is required. RDA is used to review, build, and

modify requirements for the time-phased force deployment data (TPFDD). JFAST is used to provide rapid analysis of transportation feasibility before scheduling. LOGSAFE is used to develop nonunit cargo support requirements for planning. FAPES is used to perform manpower mobilization analysis. S&M is used by the planner to review, create, analyze, schedule, allocate, and manifest carrier information. AHQ is used to retrieve selected information from TPFDDs for reports and analysis. The scope includes lecture, discussion, demonstration, and hands-on use of those applications selected by the student. clearance and recommended successful completion of the joint planning orientation course (JPOC) or equivalent. (Although a Secret clearance is required, access to facilities where the course is taught may require a Top Secret clearance.) Quota Control: USTRANSCOM TCJ3-JTO.

J-4 TOP SECRET SUPPORT SYSTEM (TS3) COURSE. Designed for persons new to the Top Secret planning process. Provides general functional training and procedural information on how to conduct joint operation planning and execution using the Joint Operation Planning and Execution System (JOPES) on the Worldwide Military Command and Control System (WWMCCS) mainframe. Provides a limited review of the US national security structure and joint planning. The course uses discussion, hands-on practice, and practical exercises to underscore JOPES procedures, navigation within system software, hardware configuration, and security procedures. It emphasizes the functions that build and analyze OPlans, force modules, requirements, retrieve deployment information, and produce reports, displays, charts, and graphics.

J-0.1 ARMED FORCES STAFF COLLEGE. The Armed Forces Staff College will be the premier educational institution for joint and combined operational planning and warfighting. To educate staff officers and other leaders in joint operational planning and warfighting in order to instill a primary commitment to joint and combined teamwork, attitudes, and perspective.

J-0.2 CAPSTONE. An intensive six-week course consisting of seminars, case studies, informal discussions, visits to key US military commands within the continental United States, and overseas trips to Europe, the Pacific, and the Western Hemisphere. Overseas field studies involve interactions with Commanders-in-Chief of US unified commands, American Ambassadors, embassy staffs, senior political and military leaders of foreign governments. The CAPSTONE General and Flag Officer Course was created in 1982 with participation on a voluntary basis. The Goldwaters-Nichols DoD Reorganization Act of 1986 subsequently mandated that all newly selected general and flag officers attend CAPSTONE. The course objective is to make these individuals more effective in planning and employing US forces in joint and combined operations. The CAPSTONE curriculum examines major issues affecting national security decision making, military strategy, joint/combined doctrine, interoperability, and key allied nation issues.

J-1.1 JOINT FLAG OFFICER WARFIGHTING. The JFOWC is the senior military education course in the department of defense, owned and controlled by the four Service Chiefs. The course prepares Service Chief-selected two-star officers of all four services for theater-level combat leadership responsibilities. The attendees study warfighting, military doctrine, and application of unified, joint, and combined combat forces so they will be better prepared to face future crises. Understand the operational level of war and associated decision making. Understand complexities of joint/combined operations. Review challenges of employment from Component/JTF/Theater Commander level.

J-1.2 JOINT LOGISTICS. To prepare military officers and civilians to function in assignments which involve joint logistics planning, inter-Service and multinational logistics support, and joint logistics in a theater of operations. Integrates component functional skills and knowledge through the study of strategy, doctrine, theory, programs and processes, and provides the opportunity for students to develop the attitudes, perspectives, and insights necessary to manage logistics at the operational level of war.

J-3.1 NATIONAL WAR COLLEGE, INDUSTRIAL COLLEGE OF THE ARMED FORCES (ICAF). The mission of the Industrial College of the Armed Forces (ICAF) is to prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics, and their integration into national security strategy for peace and war. Reflecting this joint and

interagency perspective, 67 percent of the student body is composed of military representatives from the land, sea and air Services, 25 percent from the Departments of Defense and State and 10 other federal agencies, 7 percent international military officers, and 1 percent from the private sector. ICAF awards its graduates a Master of Science degree in National Resource Strategy.

M-1 AMPHIBIOUS READY GROUP/MARINE EXPEDITIONARY UNIT (SPECIAL OPERATIONS CAPABLE) RAPID RESPONSE PLANNING WORKSHOP. PURPOSE: Required component of the MEU (SOC) training program designed to train officers and staff noncommissioned officers in the doctrine, procedures, and techniques involved in the execution planning of Amphibious Ready Group (ARG)/Marine Expeditionary Unit (Special Operations Capable)(MEU(SOC)) missions. SCOPE: To train MEU, PHIBRON, and Battle Group staffs in the doctrine, procedures, and techniques involved in the execution planning of the various MEU (SOC) missions. Given to deploying LF6F Phibrons and MEUs as part of their predeployment training schedule. Emphasis is on the MEU (SOC) missions, rapid response planning, SOP development, and staff procedures. The course includes planning exercises in which students plan for the employment of a Marine Expeditionary Unit in a Rapid Response scenario.

M-2 AMPHIBIOUS WARFARE INDOCTRINATION COURSE. PURPOSE: To train Navy and Marine Corps officers and staff noncommissioned officers in the doctrinal concepts of amphibious operations. SCOPE: This course provides instruction on the naval and joint doctrine for organizing, deploying and employing expeditionary/ landing forces. Instruction covers all phases of PERMA and includes command relationships, amphibious planning, the organization of amphibious task forces, and operational planning considerations for intelligence, logistics, embarkation and communications.

M-3 BASIC LOGISTICS/EMBARKATION SPECIALIST COURSE. PURPOSE: To provide enlisted Marines with the entry-level knowledge and skills required for the assignment of PMOS 0431, logistics/embarkation specialists. SCOPE: This course provides enlisted Marines with a foundation of basic administrative, logistics and embarkation knowledge and skills. Students are taught to perform the duties and tasks required of MOS 0431, Logistics/Embarkation Specialist. Subject matter includes publications, administration, transportation planning, computation of Combat Service Support (CSS) requirements and the MAGTF Deployment Support System II (MDSS II).

M-4 COMMAND AND CONTROL WARFARE (C2W) COURSE. PURPOSE: To provide a general knowledge of the strategy, concepts, major components, and associated methodologies of Command and Control Warfare (C2W) which will enable the student to successfully integrate C2W into MAGTF operations. The training focuses on the planning tasks performed by officers assigned to the various staff sections of the CVBG, (BATGRU), ARG, MAGTF and MAGTF major subordinate elements (MSE's). SCOPE: Defines C2W strategy; provides classroom instruction concerning C2W capabilities; destruction, electronic warfare, deception, psychological operations and operations security. Instruction focuses on friendly command and control systems and structures in order to properly plan for C2 protection. A practical exercise will apply the knowledge of C2W strategy development and how it is used in targeting C2 (Counter C2) and protecting friendly C2 (C2 Protect). Site visits, guest speakers and demonstrations are featured in the resident course.

M-5 RESERVE LOGISTICS OFFICER ORIENTATION. This is an overview of amphibious and air embarkation and is not designed to make anyone proficient in embarkation. The schedule may be modified to satisfy the unit's training needs. There are no tests required. The course is designed for drilling reservists.

M-6 EXPEDITIONARY WARFARE STAFF PLANNING COURSE. PURPOSE: To train Marine Corps and Naval officers and staff noncommissioned officers/senior petty officers in the knowledge and skills required in the operational planning and employment of Marine Air-Ground Task Forces (MAGTF's) as part of Naval Expeditionary Forces (NEF) participating in expeditionary operations. This training focuses on the planning tasks performed by officers assigned to the various staff sections of the CVBG (BATGRU), ARG, MAGTF, and MAGTF major subordinate elements (MSE's). SCOPE: This course is taught with emphasis on Navy/Marine Corps staff planning of NEF operations. The course covers naval and joint doctrine for organizing, deploying, and employing

expeditionary/landing forces. Instruction includes command relationships, organization of U.S. and North Atlantic Treaty Organization (NATO) forces for conducting expeditionary operations, expeditionary force staff planning and rapid response planning. Emphasis is placed on operational planning considerations and the planning process used in expeditionary operations. The course includes several staff planning exercises in which students participate in planning for employment of a Marine air ground task force as the landing force in Naval Expeditionary Force operations, and culminates with the execution of the student's plans through the use of the Expeditionary Warfare Tactical Trainer (EWTT) wargaming system.

M-7 EXPEDITIONARY WARFARE STAFF PLANNING SPECIAL COURSE. INFORMATION: EWTGLANT can provide special individual or unit training concerning expeditionary force staff planning and operations. These courses may be conducted at EWTGLANT or, if training support and facilities are available, by a Mobile Training Team (MTT) at the requesting command's location. Courses may be tailored to cover the following:
a. Amphibious operations, general organization, and employment of amphibious forces in naval and joint operations.
b. Amphibious doctrine (to include organization of the Amphibious Task Force (ATF)).
c. MAGTF doctrine, general organization, and employment as the landing force.
d. Staff organization, amphibious planning procedures, and techniques.
e. C2W/Operations Security.
f. Deliberate planning.
g. Amphibious planning.
h. Rapid response planning process.

M-8 INTRODUCTION TO MAGTF ENLISTED PLANNER COURSE. PURPOSE: To provide a period of instruction for entry level MAGTF Enlisted Planners. SCOPE: Provides Enlisted Planner training in responsibilities and functional support duties in the areas of Force Deployment Planning and Execution (FDP&E). Primary duties are operating force deployment planning systems; updating plan and unit information for force deployment planning, operating an FDP&E microcomputer suite, properly formatting and forwarding electronic mail and conference message traffic, refining force deployment data to unit level detail and knowledge of force deployment/redeployment and execution. The Enlisted Planner will develop knowledge of the various force deployment planning systems and force planning requirements.

M-9 JOINT MARITIME COMMAND INFORMATION SYSTEM (MARINE). PURPOSE: To provide MAGTF staff officers/SNCO's/NCO's the knowledge and skills required to properly install, operate and maintain (1st echelon), the TCO system for Marine Air Ground Task Forces being employed as landing forces. This training focuses on the Combat Operation Center tasks performed by Officers/ SNCO's/NCO's assigned duties in the G/S-3 (operations) section at a battalion/squadron or higher to include MAGTF headquarters. SCOPE: The course encompasses the concepts, doctrine, principles, procedures and techniques used in the operation of TCO workstations. Instruction includes an overview of amphibious doctrine, organization and warfighting. Introduction to Marine Corps command and Control organizations, command post organization and operations, Marine Tactical Automated Command & Control System. Emphasis is placed on the role of the operations clerk/watch officer within the Combat Operations Center. The instruction and exercises are applicable at all echelons of command in the landing force, but particular emphasis is placed at the MEU level.

M-10 LOGISTICS OFFICER COURSE. PURPOSE: This course provides training for entry-level and laterally moved Marine officers for the logistical Occupational Field 04 (OF 04). The course can also be utilized as refresher training for those Marine officers who have not been assigned to a logistics billet for an extended period of time. The course provides the knowledge and skills required of MOS 0402 billets and prepares them to assume the duties of a logistics officer (S-4) at the battalion, squadron, and MSSG level. The training emphasizes those skills required to plan for the logistics and Combat Service Support (CSS) requirements of a Marine Air-Ground Task Force (MAGTF) participating in expeditionary operations. SCOPE: This course provides entry-level officers a foundation of professional knowledge in logistics and CSS fields. Logistics and CSS planning and functions are taught for non-deployed and deployed environments. Subject matter includes the management of ground

equipment maintenance, publications and directives, the Marine Corps Supply System, the Marine Corps Integrated Maintenance Management System (MIMMS), the MAGTF Deployment Support System II (MDSS II), Computer Aided Embarkation Management System (CAEMS), Computer Aided Load Manifest (CALM) System, embarkation and strategic mobility planning and preparation of load plans for amphibious ships and Air Mobility Command (AMC) aircraft, CSS planning, publication of CSS plans and Maritime Prepositioning Force requirements. In addition, instruction is included in operations, aviation, intelligence, host nation/inter-service support, information systems and communications as they affect logistics planning and CSS operations. Logistics battle studies will be prepared and presented by the students. A final tactical scenario is used as the framework for a logistics exercise at the end of the course.

M-11 LOGISTICS/EMBARKATION NCO/SNCO COURSE. PURPOSE: To provide intermediate level MOS skill progression training for enlisted Marines, MOS's 0431, 0451, 0481 and 0491. It also provides initial training for warrant officers, MOS 0430, which did not attend this course as an enlisted Marine. SCOPE: Develops basic logistics/embarkation knowledge and skills to include an introduction to administrative and logistic/combat service support requirements. Also includes publications, transportation planning, computation of specific transportation requirements, detailed considerations of transportation in joint and combined operations utilizing military and/or commercial transportation, U.S. Transportation Command and Components, amphibious embarkation, ship loading considerations, MAGTF Deployment Support System II (MDSS II), Computer Aided Embarkation Management System (CAEMS), Computer Aided Load Manifest (CALM) System, Maritime Prepositioning Force (MPF) operations, air, highway, and rail movements.

M-12 RESERVE LOGISTICS/EMBARKATION SPECIALIST COURSE. This course consists of ten training days. Subject areas include embarkation-related lessons, combat service support, medical, overview of Maritime Prepositioning Force Operations, use of the MAGTF Deployment Support System II (MDSS II), and mobilizations lessons.

M-13 TEAM EMBARKATION OFFICER/ASSISTANT COURSE. To provide the knowledge and skills required to perform the duties of a team embarkation/assistant. It focuses upon preparing personnel to plan the load of an amphibious ship. Sub-course taught within the Logistics Officer and Embarkation NCO/SNCO course, includes instruction in the maintenance of embarkation data using the MAGTF Deployment Support System II (MDSS II) employed by Marine Corps units; the principles and techniques of amphibious embarkation; and the theory of combat loading. Primary emphasis is placed upon planning at the embarkation team (single ship) level, including exercises to provide students with practical application in embarkation planning and preparation of load plans for LSD, LPD, and LHA class ships utilizing the Computer Aided Embarkation Management System (CAEMS). The principles, concepts, and techniques applied in these practical exercises can be used in combat loading other amphibious ships.

M-16 MARINE CORPS WAR COLLEGE. Educate selected officers in the Nature of, Preparation and Conduct of War, and Operations other than War. Prepare officers to assume senior positions of increasingly complex responsibility associated with the application of Naval Expeditionary Warfare, MAGTF Operations, Joint and Combined Warfare, National Military Strategy, the Elements of National Power and National Security Strategy.

M-15 MARINE CORPS COMMAND AND STAFF COLLEGE. Curriculum educational objectives are derived from the intent and define the broad topic areas to be addressed by the College. These educational objectives are to: Analyze the theory and nature of war and their relationship to the application of the elements of national power. Think strategically and explore the relationship between national political interests and goals, and the utility of military power supporting those goals. Analyze strategic guidance and translate it into operational direction in the form of a campaign plan designed to accomplish military objectives. Assess the relationship between the operational and the tactical levels of war and to orchestrate tactical battles and engagements as a part of campaigns designed to create military conditions accomplishing strategic goals. Plan and execute the employment of MAGTFs anywhere along the spectrum of conflict and to articulate the capabilities of MAGTFs within the joint/multinational environment with primary focus at the Marine Expeditionary Force level. Instill the ability to

critically analyze war and apply sound military judgment in an academic environment and when called upon to do so in war.

M-14 COMPUTER DEPLOYMENT SYSTEM (CODES) COURSE. This course will use a computer to provide students the technical hands-on training necessary to preplan and supervise the loading, stowing, and discharge of a cargo ship. It is structured for ocean cargo specialists and military marine terminal operations supervisory personnel. SCOPE: Training includes the application and stowage principles and concepts while utilizing the Computerized Deployment System (CODES). Training includes the review of these principles and concepts, introduction to the CODES system and its use and limits as a stow planner's tool to include demonstrated step-by-step instructions, followed by student application through practical exercises.

N-1 AMPHIBIOUS READY GROUP/MARINE EXPEDITIONARY UNIT SPECIAL OPERATIONS CAPABLE RAPID RESPONSE PLANNING COURSE. PURPOSE: Required component of the MEU (SOC) training program designed to train officers and staff noncommissioned officers in the doctrine, procedures, and techniques involved in the execution planning of the Amphibious Ready Group (ARG)/Marine Expeditionary Unit (Special Operations Capable) (MEU(SOC)) missions. To develop integrated deliberate and rapid response planning process procedures, staff planning SOPs and develop staff planning interoperability with the CVBG. SCOPE: To train MEU, PHIBRON, and Battlegroup staffs in the doctrine, procedures, and techniques involved in the execution planning of the various MEU (SOC) missions. Given to deploying LF6F Phibrons and MEUs as part of their predeployment training schedule. Emphasis is on the MEU (SOC) missions, rapid response planning, SOP development, and staff procedures. The course includes planning exercises in which students plan for the employment of a Marine Expeditionary Unit in a Rapid Response scenario.

N-2 BASIC LOGISTICS EMBARKATION SPECIALIST COURSE. PURPOSE: To provide enlisted Marines with the entry-level knowledge and skills required for assignment of PMOS 0431, logistics/embarkation specialists. SCOPE: This course provides enlisted Marines with a foundation of basic administrative, logistics and embarkation knowledge and skills. Students are taught to perform the duties and tasks required of MOS 0431, Logistics/Embarkation Specialist. Subject matter includes publications, administration, transportation planning, computation of Combat Service Support (CSS) requirements and the MAGTF Deployment Support System II (MDSS II).

N-3 COMPUTERIZED DEPLOYMENT SYSTEM (CODES) COURSE. This course will use a computer to provide students the technical hands-on training necessary to preplan and supervise the loading, stowing, and discharge of a cargo ship. It is structured for ocean cargo specialists and military marine terminal operations supervisory personnel. SCOPE: Training includes the application and stowage principles and concepts while utilizing the Computerized Deployment System (CODES). Training includes the review of these principles and concepts, introduction to the CODES system and its use and limits as a stow planner's tool to include demonstrated step-by-step instructions, followed by student application through practical exercises.

N-5 INTRODUCTION TO EXPEDITIONARY LOGISTICS COURSE. PURPOSE: The objective of the Expeditionary Logistics course is to provide students an overview of the joint planning process, the joint and naval logistics chain of command and specific issues and concerns related to the deployed environment. The "issues and concerns" segment will include discussions of ordnance, fuel, personnel and cargo management, expeditionary contracting and host nation support. SCOPE: The Introduction to Expeditionary Logistics course is an in-depth study of not only forward deployed logistics, but joint operational planning as well. The students will, through the use of seminar discussions, practical exercises, and a final group exercise involving a logistics scenario, demonstrate a working knowledge of expeditionary logistics.

N-6 LOGISTICS OFFICER COURSE. PURPOSE: This course provides training for entry-level and laterally moved Marine officers for the Logistical Occupational Field 04 (OF 04). The course can also be utilized as refresher training for those Marine officers who have not been assigned to a logistic billet for an extended period of time. The course provides the knowledge and skills required of MOS 0402 billets and prepares them to assume the duties of a logistics officer (S-4) at the battalion, squadron, and MSSG level. The training emphasizes those skills

required to plan for the logistics and Combat Service Support (CSS) requirements of Marine Air-Ground Task Force (MAGTF) participating in expeditionary operations. SCOPE: This course provides entry-level officers a foundation of professional knowledge in logistics and CSS fields. Logistics and CSS planning and functions are taught for non-deployed and deployed environments. Subject matter includes the management of ground equipment maintenance, publications and directives, the Marine Corps Supply System, the Marine Corps Integrated Maintenance Management System (MIMMS), the MAGTF Deployment Support System II (MDSS II), Computer Aided Embarkation Management System (CAEMS), Computer Aided Load Manifest (CALM) System, embarkation and strategic mobility planning and preparation of load plans for amphibious ships and Air Mobility Command (AMC) aircraft, CSS planning, publication of CSS plans and Maritime Prepositioning Force requirements. In addition, instruction is included in operations, aviation, intelligence, host nation/inter-service support, information systems and communications as they affect logistics planning and CSS operations. Logistics battle studies will be prepared and presented by the students. A final tactical scenario is used as the framework for a logistics exercise at the end of the course.

N-7 MAGTF DEPLOYMENT SUPPORT SYSTEM (MDSS II)/COMPUTER-AIDED EMBARKATION MANAGEMENT SYSTEM (CAEMS) COURSE. This course trains students in the application of the Logistics Automated Information System (LOG AIS) modules of MDSS and CAEMS. SCOPE: 1. Instruction places emphasis on the functionality of the system as it relates to embarkation. Topics include database administration and maintenance, embarkation deployment planning, interfaces with various other logistics application, queries and reports, templating of supplies and equipment on digitized ship drawings. 2. Student mastery of the course is evaluated on a mastery/nonmastery basis. Students must master 80% of all learning objectives to successfully complete the course. Evaluation is completed through practical exercises and a final practical application.

N-8 TRANSPORTATION MANAGEMENT INTRODUCTION COURSE. PURPOSE: To provide the student, who is new to this functional area, with a general introduction into the field of transportation and traffic management. This course is a desirable prerequisite for all transportation management courses presented at the school. SCOPE: This course provides an overview of CONUS and OUTCONUS commercial and military systems for motor, rail, ocean and air modes of transportation. The basic fundamentals, functions, and vocabulary of transportation and traffic management are introduced. The U.S. government's role in the regulation of transportation systems is examined with and in-depth study of commodity classification, carrier tariff rates/rules, and the calculation of freight charges. Visits to commercial carrier and military transportation facilities may be conducted. Military procedures for export and domestic freight routing, the missions of the Air Mobility Command (AMC), Military Traffic Management Command (MTMC), Military Sealift Command (MSC), and their relationships to the U. S. Transportation Command (USTRANSCOM) are introduced. Graduation credit for the course is dependent upon successful completion of course examination.

N-9 AMPHIBIOUS WARFARE INDOCTRINATION COURSE. PURPOSE: To train Navy and Marine Corps officers and staff noncommissioned officers in the doctrinal concepts of amphibious operations. SCOPE: This course provides instruction on the naval and joint doctrine for organizing, deploying and employing expeditionary/ landing forces. Instruction covers all phases of PERMA and includes command relationships, amphibious planning, the organization of amphibious task forces, and operational planning considerations for intelligence, logistics, embarkation and communications.

N-10 BASIC LOGISTICS/EMBARKATION SPECIALIST COURSE. PURPOSE: To provide enlisted Marines with the entry-level knowledge and skills required for the assignment of PMOS 0431, logistics/embarkation specialists. SCOPE: This course provides enlisted Marines with a foundation of basic administrative, logistics and embarkation knowledge and skills. Students are taught to perform the duties and tasks required of MOS 0431, Logistics/Embarkation Specialist. Subject matter includes publications, administration, transportation planning, computation of Combat Service Support (CSS) requirements and the MAGTF Deployment Support System II (MDSS II).

N-11 COMMAND AND CONTROL WARFARE (C2W) COURSE. PURPOSE: To provide a general knowledge of the strategy, concepts, major components, and associated methodologies of Command and Control

Warfare (C2W) which will enable the student to successfully integrate C2W into MAGTF operations. The training focuses on the planning tasks performed by officers assigned to the various staff sections of the CVBG, (BATGRU), ARG, MAGTF and MAGTF major subordinate elements (MSE's). SCOPE: Defines C2W strategy; provides classroom instruction concerning C2W capabilities; destruction, electronic warfare, deception, psychological operations and operations security. Instruction focuses on friendly command and control systems and structures in order to properly plan for C2 protection. A practical exercise will apply the knowledge of C2W strategy development and how it is used in targeting C2 (Counter C2) and protecting friendly C2 (C2 Protect). Site visits, guest speakers and demonstrations are featured in the resident course.

N-12 EXPEDITIONARY WARFARE STAFF PLANNING COURSE. PURPOSE: To train Marine Corps and Naval officers and staff noncommissioned officers/senior petty officers in the knowledge and skills required in the operational planning and employment of Marine Air-Ground Task Forces (MAGTF's) as part of Naval Expeditionary Forces (NEF) participating in expeditionary operations. This training focuses on the planning tasks performed by officers assigned to the various staff sections of the CVBG (BATGRU), ARG, MAGTF, and MAGTF major subordinate elements (MSE's). SCOPE: This course is taught with emphasis on Navy/Marine Corps staff planning of NEF operations. The course covers naval, and joint doctrine for organizing, deploying, and employing expeditionary/landing forces. Instruction includes command relationships, organization of U.S. and North Atlantic Treaty Organization (NATO) forces for conducting expeditionary operations, expeditionary force staff planning and rapid response planning. Emphasis is placed on operational planning considerations and the planning process used in expeditionary operations. The course includes several staff planning exercises in which students participate in planning for employment of a Marine air ground task force as the landing force in Naval Expeditionary Force operations, and culminates with the execution of the student's plans through the use of the Expeditionary Warfare Tactical Trainer (EWTT) wargaming system.

N-13 EXPEDITIONARY WARFARE STAFF PLANNING SPECIAL COURSE. INFORMATION: EWTGLANT can provide special individual or unit training concerning expeditionary force staff planning and operations. These courses may be conducted at EWTGLANT or, if training support and facilities are available, by a Mobile Training Team (MTT) at the requesting command's location. Courses may be tailored to cover the following:

a. Amphibious operations, general organization, and employment of amphibious forces in naval and joint operations.
b. Amphibious doctrine (to include organization of the Amphibious Task Force (ATF)).
c. MAGTF doctrine, general organization, and employment as the landing force.
d. Staff organization, amphibious planning procedures, and techniques.
e. C2W/Operations Security.
f. Deliberate planning.
g. Amphibious planning.
h. Rapid response planning process.

N-14 LOGISTICS OFFICER COURSE. PURPOSE: This course provides training for entry-level and laterally moved Marine officers for the logistical Occupational Field 04 (OF 04). The course can also be utilized as refresher training for those Marine officers who have not been assigned to a logistics billet for an extended period of time. The course provides the knowledge and skills required of MOS 0402 billets and prepares them to assume the duties of a logistics officer (S-4) at the battalion, squadron, and MSSG level. The training emphasizes those skills required to plan for the logistics and Combat Service Support (CSS) requirements of a Marine Air-Ground Task Force (MAGTF) participating in expeditionary operations. SCOPE: This course provides entry-level officers a foundation of professional knowledge in logistics and CSS fields. Logistics and CSS planning and functions are taught for nondeployed and deployed environments. Subject matter includes the management of ground equipment maintenance, publications and directives, the Marine Corps Supply System, the Marine Corps Integrated Maintenance Management System (MIMMS), the MAGTF Deployment Support System II (MDSS II), Computer Aided Embarkation Management System (CAEMS), Computer Aided Load Manifest (CALM) System, embarkation and strategic mobility planning and preparation of load plans for amphibious ships and Air Mobility Command (AMC) aircraft, CSS planning, publication of CSS plans and Maritime Prepositioning Force

requirements. In addition, instruction is included in operations, aviation, intelligence, host nation/inter-service support, information systems and communications as they affect logistics planning and CSS operations. Logistics battle studies will be prepared and presented by the students. A final tactical scenario is used as the framework for a logistics exercise at the end of the course.

N-15 LOGISTICS/EMBARKATION NCO/SNCO COURSE. PURPOSE: To provide intermediate level MOS skill progression training for enlisted Marines, MOS's 0431, 0451, 0481 and 0491. It also provides initial training for warrant officers, MOS 0430, which did not attend this course as an enlisted Marine. SCOPE: Develops basic logistics/embarkation knowledge and skills to include an introduction to administrative and logistic/combat service support requirements. Also includes publications, transportation planning, computation of specific transportation requirements, detailed considerations of transportation in joint and combined operations utilizing military and/or commercial transportation, U.S. Transportation Command and Components, amphibious embarkation, ship loading considerations, MAGTF Deployment Support System II (MDSS II), Computer Aided Embarkation Management System (CAEMS), Computer Aided Load Manifest (CALM) System, Maritime Prepositioning Force (MPF) operations, air, highway, and rail movements.

APPENDIX E

SITE VISITS

PURPOSE: The JDTC visited Unified Commands, Services, PME institutions and the Joint Staff to collect information on the CINC's deployment training needs and priorities, and allow them to provide additional comment on the Deployment Process Map.

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SITE VISITS

AGENCY	LOCATION
USACOM	NORFOLK, VA
USCENTCOM	TAMPA, FL
USEUCOM	STUTTGART, GERMANY
USPACOM	HONOLULU, HI
USSOCOM	TAMPA, FL
USSOUTHCOM	MIAMI, FL
USSPACECOM	COLORADO SPRINGS, CO
USSTRATCOM	OMAHA, NE
USTRANSCOM • HQS AMC • HQS MSC • HQS MTMC	ST. LOUIS, MO
HQS DA	WASHINGTON, DC
HQS USAF	WASHINGTON, DC
HQS USN	WASHINGTON, DC
HQS USMC	WASHINGTON, DC
AIR UNIVERSITY • AIR WAR COLLEGE • AIR COMMAND AND STAFF COLLEGE • SQUARDON OFFICER SCHOOL • CONTINGENCY WARTIME PLANNING COURSE	MONTGOMERY, AL
ARMY WAR COLLEGE	HARRISBURG, PA
NAVY WAR COLLEGE	PROVIDENCE, RI
USA COMMAND & GENERAL STAFF COLLEGE	KANSAS CITY, MO
ADVANCED LOGISTIC OFFICERS COURSE	QUANTICO, VA
SERVICE HQS	WASHINGTON, DC
CENTER FOR ARMY LESSONS LEARNED	FT. LEAVENWORTH, KS
NAVY SUPPLY CORPS SCHOOL	ATHENS, GA
HQ AIR MOBILITY WARFARE CENTER	MCGUIRE AFB, NJ
NATIONAL DEFENSE UNIVERSITY • NATIONAL WAR COLLEGE • CAPSTONE	FT. MCNAIR, WASHINGTON, DC
U.S. COAST GUARD	WASHINGTON, DC
US MARINE CORPS UNIVERSITY	QUANTICO, VA
ARMED FORCES STAFF COLLEGE	NORFOLK, VA
EXPEDITIONARY WARFARE TRAINING GROUP ATLANTIC	LITTLE CREEK AMPHIBIOUS BASE, VA
NAVAL POST GRADUATE SCHOOL	MONTEREY, CA
USFORKOR	SEOUL, KOREA